

LABOUR TURNOVER: THE NEW ZEALAND ARMY BAND

1978 TO 1988

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## ABSTRACT

The primary aim of this research was to determine why past members of the New Zealand Army Band had left the organisation over the last 10 years. The secondary purpose was to identify problem areas and sources of dissatisfaction for members, and to ascertain whether current bandmembers held the same views as past bandmembers.

Sixty-five past members and 49 current members answered questionnaires. In addition, nine past members and 12 current members were interviewed.

The results showed that the most common reason for both groups joining the band was to pursue a career in music. The most common reason for leaving was that members could not see a worthwhile future for themselves in the band. Fifty-three percent of current members indicated that they may leave the band within the next two years, for reasons similar to those of past members.

Problems were related to inadequate job previews, touring commitments, the communication system, stress effects on individuals and families, the type of music played, a perceived lack of control, insufficient promotional opportunities, inadequate opportunity for musical advancement, the unsupportive attitude of the Army, and dissatisfaction with the Musical Director.

The main recommendation to emerge from the results of this study was that the band have its own corps which would allow it to have more control over its structure and functioning.

## CHAPTER 1

### INTRODUCTION

Labour turnover is a major organisational phenomenon. Few strong generalisations can be made concerning turnover because of the wide range of variables that are related to it. A successful study of turnover requires an integrated approach rather than focussing on a few key variables, and potential remedies should be tailored to the individual organisation.

Because entry into the Armed Forces in New Zealand is voluntary, military services must compete actively with civilian occupations for manpower. The recruitment, attrition and retention problems of military organisations have become similar to those in civilian organisations.

This research investigates the New Zealand Army Band. It is designed to identify areas of dissatisfaction for bandmembers and to determine the main reasons why members have left the organisation.

There is a wealth of literature on labour turnover. Chapter two presents a brief summary of this, in discussing what turnover is, the factors affecting turnover that are relevant to this study, models of turnover (with specific reference to a military model), and the consequences of people leaving an organisation. Chapter three briefly outlines background information concerning the history, function and structure of the New Zealand Army Band, and provides a rationale for this research. Chapter four describes the method used to obtain the information, and chapter five gives a detailed account of the results.

The last chapter discusses the implications of the findings, and suggestions are made for changes that may alleviate some of the problems revealed by this research. A final comment concerns the limitations of this study, and possible military research areas.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 DEFINITION AND MEASUREMENT OF LABOUR TURNOVER

Labour turnover is a generic concept which refers to the degree to which individuals cross the membership boundary of an organisation (Price, 1977). The definition and measurement of labour turnover are considered together because measurement is a function of the definition.

Traditionally, turnover is separated into two categories, voluntary and involuntary. However, Dalton, Todor and Krackhardt (1982) say that while this dichotomy of turnover is necessary, it is insufficient for an accurate examination of organisational turnover. By separating turnover further into dysfunctional and functional categories, and recognising that certain turnover is unavoidable (such as retirement), it is possible to obtain a more accurate picture of the impact of turnover.

Some labour separations involve employees the organisation would prefer not to retain, and such turnover may be considered functional for the organisation. Dysfunctional turnover is the voluntary separation of employees who the organisation would prefer not to leave, that is, employees of high quality or who are difficult to replace (Dalton, Krackhardt & Porter, 1981).

The general formula for measuring turnover has typically been the number of employees leaving an organisation over a specified period (usually a year), divided by the average number of employees in the

organisation during the period concerned. Turnover rates are usually expressed as a percentage for a specific time.

For example:

$$\text{Total turnover rate} = \frac{S}{N} \times 100$$

where S = total number of separations in the time interval

N = average number of employees on the payroll of the unit  
being studied.

The main problem with this formula is that it does not specify the reasons for separation. Mobley (1982) suggests that a more useful approach is to divide separations into categories such as voluntary leavers, retirement, redundancy. However these formulae do not make clear, for example, whether a 100% annual turnover rate indicates that the entire workforce has turned over, or half the workforce has turned over twice (Van der Merwe & Miller, 1971). Neither do they control for length of service (Price, 1977).

To deal with this an organisation may supplement its figures with survival and wastage rates. These focus on cohorts that enter the organisation in a given time period and tracks their turnover (Mobley, 1982). The survival rate is the complement of the cumulative wastage rate.

$$\text{Wastage rate} = \frac{Li}{N} \times 100$$

where Li = number of leavers in the cohort with specific length  
of service i

N = number in the original cohort

$$\text{Survival rate} = \frac{S_i}{N} \times 100$$

where  $S_i$  = number of stayers in the cohort with specified length  
of service  $i$

$N$  = number in the original cohort.

## 2.2 FACTORS AFFECTING LABOUR TURNOVER

There is a wide range of factors that are related to turnover, and the main factors relevant to this study are outlined below.

Previous research has not always agreed on the strength of the relationship between certain variables and turnover, thus a meta-analysis is useful in resolving such issues. Cotton and Tuttle's 1986 meta-analysis reviews over 120 sets of data that have been published, covering 26 variables. Twenty-four of the variables were found to relate to turnover to some degree. Cotton and Tuttle were unable to indicate the size of a relationship with a correlational figure because not all the studies involved in the meta-analysis utilised this statistic. Confidence that the variables studied are correlates of turnover is classified as weak if the meta-analyses are significant at the .05 to .01 level, weak to moderate .01 to .005, moderate .005 to .0005, and strong if the significance is below the .0005 level. These probability levels are quoted when reference is made to Cotton and Tuttle's research.

For convenience, the major determinants of turnover are divided into three main groups, based on the categorisation employed by Cotton and Tuttle (1986). These are external factors, organisational and work-related factors, and individual factors.



### 2.2.1 External Factors

#### State of the Economy.

An apparent relationship between turnover rates and the state of the economy is indexed by employment-unemployment levels. March and Simon (1958) say that

*"Under nearly all conditions, the most accurate single predictor of labour turnover is the state of the economy" (p.100).*

While the relationship between the aggregate level of economic activity, employment and vacancy levels, and turnover rates is well established (Forrest, Cummings & Johnson, 1977; Price, 1977) it adds little to the understanding of individual turnover decisions.

#### Employment Perceptions.

The expectation of finding an alternative job is positively associated with leaving,  $p < .0005$  (Cotton & Tuttle, 1986). While conceptually the perception and evaluation of job alternatives seems to be a crucial variable in the individual turnover process, empirically it is bound to the consideration of the assessment of other variables, both personal and organisational (Mobley, Griffith, Hand & Meglino, 1979).

### 2.2.2 Organisational and Work-related Factors

#### Organisational Size (The Army)

Empirically there are no clear-cut conclusions. Larger organisations are likely to have more internal mobility opportunities, better personnel selection and management procedures, and more competitive compensation schemes. On the other hand, they are also more likely to have communication problems, lower group cohesion,

greater impersonalisation and bureaucratisation. It is most probable that size affects turnover indirectly through its effects on other variables (Mobley, 1982).

#### Work Unit Size (The Band)

This is probably related to turnover in a similar manner as occupational size. There are few studies focussing on this variable, but there is some evidence that smaller work units have lower turnover (Muchinsky & Tuttle, 1979; Porter & Steers, 1973).

#### Peer Group Relations

This may also be considered as satisfaction with co-workers, and may be tied to unit size. Although Mobley et al. (1979) found no significant relationship in seven of nine studies they reviewed, Cotton and Tuttle's analysis of eight studies found that turnover was higher when workers were unsatisfied with their peer group ( $p < .0005$ ).

#### Centralisation (Military Command Structure)

Price (1977) suggests that highly centralised organisations experience greater turnover. This relationship may be caused by centralised structures providing less autonomy, less involvement in decision making, slower response time to unit and individual needs, and/or perceived lack of control (assuming workers value participation and individual control).

#### Position Level (Rank)

This may be a better predictor of behaviour than demographic or personal variables. The frame of reference provided by position level may influence values, perceptions and expectations, thus linking organisational variables with individual behaviour (Mobley, 1982).

### Supervision (Leadership - Musical Director)

The supervisor plays an important role in employee training and career development. Through open discussion with employees regarding their training needs and career aspirations, and working to create appropriate training and development opportunities, the supervisor can facilitate the internal development of employees and enhance their future-oriented attachment to the organisation (Mobley, 1982). Cotton and Tuttle found that workers dissatisfied with their supervisors were more likely to leave ( $p < .0005$ ).

### Job Content

Cotton and Tuttle found a positive relationship between task repetitiveness and turnover ( $p < .02$ ) and a negative relationship between role clarity and turnover ( $p < .0005$ ). A decrease in the level of autonomy and responsibility is also associated with workers leaving (Mobley et al., 1979; Porter & Steers, 1973). However Hulin and Blood (1968) note that workers' responses to job content are a function of their individual differences.

### Pay

Cotton and Tuttle (1986) found that workers who are dissatisfied with their pay are more likely to leave ( $p < .0005$ ). Turnover is highest in low-paying industries, but the importance of pay rates lessens in favour of job security in times of economic downswings (Price, 1977). Higher salary is associated with longer tenure, which is related to age and other personal variables that influence turnover. As with other aggregate relationships, the pay-turnover relationship does not allow for the prediction of or an adequate understanding of individual turnover. It does not approach issues such as equity in pay.

administration, individual differences in the importance of pay, or how pay interacts with other organisational factors (Mobley, 1982).

### Promotion

Porter and Steers (1973) and Parasuraman (1982) found that a lack of promotional opportunities is a primary stated reason for withdrawal. Cotton and Tuttle's (1986) analysis of 16 studies found an association between dissatisfaction with promotional opportunities and turnover ( $p < .0005$ ). Mobley (1982) adds that this relationship is moderated by individuals' career aspirations.

### Job Satisfaction

Job satisfaction is the affective response to the evaluation of a job. This evaluation is considered to be a function of perceptions of various aspects of the job relative to the individual's values (Locke, 1976).

At the individual level job satisfaction is the most widely studied psychological variable thought to be related to turnover. Although the correlations have been consistently around  $-.40$ , the satisfaction-turnover relationship accounts for less than 16% of the variance of turnover (Brayfield & Crockett, 1955; Locke, 1976). Cotton and Tuttle found that overall dissatisfaction with a job was associated with withdrawal ( $p < .0005$ ).

While job satisfaction is an important contributor to turnover, it is not inclusive of the effects of other relevant demographic attitudinal or cognitive variables, such as age, commitment to the organisation, career aspirations and job expectations (Mobley et al., 1979).

### Organisational Commitment

Consistent negative commitment-turnover relationships have been reported in the literature, and Cotton and Tuttle confirmed these findings ( $p < .0005$ ). Mowday, Steers and Porter (1979) found evidence that commitment is a better predictor of turnover than job satisfaction.

### Job Stress

Occupational stress is caused by negative environmental factors associated with a particular job (for example work overload, role conflict and ambiguity, poor physical working conditions), and personal facets such as motivation and need for approval (Cooper & Marshall, 1976, cited by Schuler, 1980). Stress may cause both psychological and physiological symptoms, for example, anxiety and peptic ulcers.

Because stress can be related to a large number of conditions in an organisation and in an individual, it is difficult to investigate. An indirect relationship exists between stress and withdrawal based on the intervening effects of job dissatisfaction (Gupta & Beehr, 1979), but this area requires further research (Parasuraman, 1981; Schuler, 1980).

## 2.2.3 Individual Factors

### Age

Age is related to turnover (Cotton & Tuttle,  $p < .0005$ ), hence younger workers are more likely to leave than are older workers. However age accounts for less than 7% of the variance in turnover (Mobley et al., 1979), and since age is correlated with many other variables it alone contributes little to the understanding of turnover behaviour (Mobley, 1982).

### Tenure

Turnover is relatively high in the early years of employment (Cotton & Tuttle,  $p < .0005$ ), probably due to an interaction with age, inadequate job-person match, and inadequate socialisation processes (Mobley, 1982). Workers with longer tenure are less likely to leave because of the benefits accrued over time, such as position and pay levels.

### Interests (Music)

Limited research has been carried out in this area, but the more similar job requirements are to vocational interests, the lower the turnover rate may be (Muchinsky & Tuttle, 1979; Porter & Steers, 1973).

### Behavioural Intentions

Empirically measures of the behavioural intention-to-stay or leave appear to be the most powerful predictors of turnover. Steel and Ovalle's 1984 meta-analysis found an average correlation of .50 for the intent-turnover relationship, and this was supported by Cotton and Tuttle,  $p < .0005$ . Behavioural intention measures explain on average about 25% of the variance in actual turnover (Dalessio, Silverman & Schuck, 1986).

### Met Expectations

People whose expectations in a job are met are less likely to leave an organisation, as confirmed by Cotton and Tuttle,  $p < .0005$ .

The variables that have been discussed were deemed by the researcher to be those most pertinent to this study. However other variables associated with turnover include the type of industry, occupational group, presence of a union, education levels, aptitude ability and intelligence, personality, biographical data including

gender of workers, satisfaction with working conditions, source of new employee referral, and the level of workers' performance.

### 2.3 MODELS OF TURNOVER

In recent years the major advances in the literature on employees' leaving behaviours have involved the development of several conceptual models that attempt to explain the process by which someone leaves. These models seek to identify key variables and to suggest relationships among these variables in the leaving process. This has given rise to a growing body of theory-driven empirical research. The most prominent models that have been proposed are briefly outlined below, with the main emphasis being on the variables that were included. This is followed by a deeper review of a military model of turnover.

#### March and Simon (1958)

March and Simon proposed one of the most influential integrative models of employee turnover, suggesting that the decision to leave depends on both wanting to leave and being able to do so. It acknowledges the effect of both the economic labour market and individual behaviour on turnover decisions, and has provided a solid foundation for much of the subsequent conceptual work on employee turnover.

#### Porter and Steers (1973)

Porter and Steers advocated a theory of met expectations, whereby when an employee's prior expectations are met on a job, that person is less likely to leave. While this theory has received empirical support (Ilgen & Seely, 1974; Wanous, 1973), it is decidedly

psychological in nature, being devoid of structural and economic factors.

#### Price (1977)

Price developed a model which portrays the turnover process as beginning with a series of structural and individual determinants of job satisfaction (such as centralisation, pay). An individual's satisfaction level then determines the probability of him or her staying in or leaving the organisation, this being contingent upon the opportunity to do so (that is, the availability of alternative work). Satisfaction and the opportunity structure interact, so that turnover should be most likely for very dissatisfied employees in economies of high opportunity.

The basic structure of this model has been supported by Martin (1979). Mobley (1982) comments that the model makes a positive contribution in attempting to integrate organisational, environmental and individual variables.

#### Mobley (1977)

A detailed model of the linkages between job satisfaction and turnover was developed by Mobley (1977). It suggests that dissatisfaction elicits thoughts of leaving, search evaluation and behaviour, the evaluation of alternatives, intentions to quit, and ultimately turnover. The essence of this model is that a variety of cognitive and behavioural phenomena are occurring between the emotional experience of job dissatisfaction and the withdrawal behaviour. Specifically, it is suggested that the immediate precursor of actually leaving is the intention to leave.

Testing of this model (Hom, Griffeth & Sellaro, 1984; Mowday,



Koberg & McArthur, 1984) has shown general support for the chain of events in the leaving process. Variations of it (Mobley et al., 1979; Mobley, Horner & Hollingsworth, 1978) have also been supported when tested with military subjects (Miller, Katerberg & Hulin, 1979; Youngblood, Mobley and Meglino, 1983).

Muchinsky and Morrow (1980)

This model is based on the three major classes of determinants of voluntary turnover. These are the characteristics of the individual employee (for example, age, tenure, family size), work related factors (job satisfaction, commitment, occupational role), and the economic determinants (state of the labour market, the sector of activity). Muchinsky and Morrow propose that economic factors serve to control the degree to which individual and work related factors can explain the variance in turnover. Hence the latter two variables will be more predictive of turnover under prosperous economic conditions than when the economy is strained.

Carsten and Spector (1987) have found the state of the economy to be a moderating factor in the turnover process.

Steers and Mowday (1981)

Steers and Mowday created a general conceptual model rather than a precisely defined theory. It integrates previous turnover research and suggests linkages among the variables. The sequence of variables that lead to turnover is as follows:

- (i) job expectations and personal values influence an individual's affective response to a job and organisation (such as job satisfaction, job involvement, organisational commitment).

- (ii) affective responses affect desire and intention to stay or leave, with the choice depending on a variety of nonwork influences such as the spouse's job and the time left for the family.
- (iii) an intention to leave leads to actual leaving.

This model also introduces job performance as an influence on affective responses, gives a greater emphasis than earlier theorists to nonwork influences as they affect intention to leave, acknowledges the labour market and economic conditions, and recognises the role of information available to persons about a job or organisation. A test of this model by Lee and Mowday (1987) found partial support for the relationship between the variables.

#### Bluedorn (1982)

Bluedorn developed a unified model of turnover which is a synthesis of the models by Price (1977) and Mobley (1977), and the concept of organisational commitment. It combines the overall satisfaction linkage from Price, the position of job search and intention to leave from Mobley, and the position of organisational commitment from the works of Marsh and Mannari (1977). Testing by path analysis found general support for the process, as did cross-validation with a different data set (Bluedorn, 1982).

#### Prestholdt, Lane and Mathews (1987)

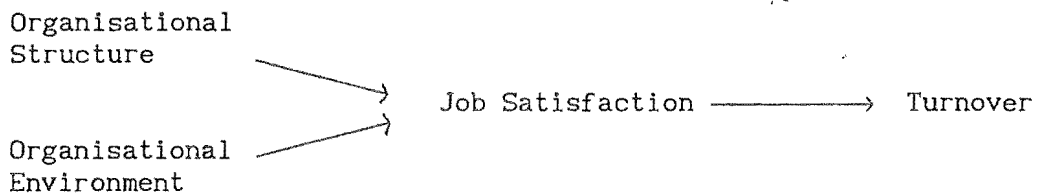
From a different perspective, Prestholdt et al. proposed a theory of reasoned action to provide an understanding of complex decision making processes. It assumes that people use available information in a reasonable and rational way to arrive at a behavioural decision such as withdrawal. It is a hierarchical sequence leading

from beliefs, through attitudes and social norms, to intention and finally behaviour. This model accounted for 32% of the variance when predicting turnover in a nursing population (Prestholdt et al., 1987).

### 2.3.1 A Military Model of Turnover

Bluedorn's (1979) model of turnover in military organisations was developed from a review of the literature on military and civilian turnover, constructed to explain voluntary separations. This model borrows heavily from the work of both Price (1977) and March and Simon (1958). Two sets of exogenous variables (organisational structure and organisational environment) have indirect effects on turnover through an intervening variable (job satisfaction).

Figure One. General Model of Turnover for Military Organisations



#### The Structural Variables

Pay: This refers to money, fringe benefits and other commodities of financial value which organisations can exchange with members in return for their participation in the system (Lawler, 1971).

Organisational Control: This includes the effect of structural variables such as centralisation and formalisation. If the amount of total control in an organisation is very high turnover is more likely, but this relationship holds only when individuals have very little control within an organisation. If individuals exercise significant

amounts of control themselves they will be more satisfied regardless of the amount of total control exercised in an organisation (Bluedorn, 1979).

Because the military's stratification system exerts a greater influence over the total life activities of its members than most civilian systems, the impact of organisational control may be particularly important in military settings. Also, as the hierarchy in military organisations is considerably more visible than the hierarchy in most civilian settings, the control factor is likely to be more salient in military organisations.

#### Environmental Variables

"Environmental Push and Pull" are related to pressures from the organisation's environment that affect the organisation's members at two different times.

Push: This affects people at the time they enter the organisation, and is usually a function of the number and quality of alternative roles in the organisation's environment. Thus a prospective employee who had only one organisation as a potential employer would experience more environmental push than a person with several high quality positions (in different organisations) to choose from.

Pull: This operates continuously after an individual becomes a member of an organisation, and also refers to the number and quality of unoccupied roles in the organisation's environment. It is similar to the 'perceived extra-organisational alternatives' and 'state of the economy' factors in the models of March and Simon (1958) and Price (1977).

### Job Satisfaction

In this model job satisfaction refers to the overall satisfaction with the job, and was measured by asking

*"Aside from active duty pay and retirement benefits, how do you feel about service life - the way a person lives and works in the Armed Services?"*

Answers were shown on a four-point scale ranging from "I dislike it very much" to "I like it very much".

Correlates (such as tenure, age, marital status) are not included in the model because theoretically the explanatory power of such correlates would be subsumed by the higher level theoretical variables, the determinants (Bluedorn, 1979). For example, the explanatory power of length of service is likely to be due to members with longer service in the organisation earning more money (pay) and having more power (being less controlled).

Bluedorn hypothesised that:

the lower the pay,  
the more negative the reaction to total organisational control,  
the greater the push at the time the organisation was joined,  
the greater the pull while in the organisation,  
- then the greater the propensity to leave.

Using data from a large (N = 6156) stratified random sample of United States Army Officers, this model was subjected to path analysis. All propositions were supported, but direct effects of pay and environmental pressures on turnover were also found, and the impact of organisational control was less than expected. The minor impact of control was attributed to methodological problems; the item used to

measure the concept of control may not have been adequate, and there was little variation in the responses to the item which would have made it difficult for the measure to have an impact statistically (Bluedorn, 1979).

However this model did explain 65% of the variance in the turnover intentions of the Army subjects. This may in part be because the turnover studied involved leaving both an organisation and an occupation, which may have made the effects of the variables in the model more salient to the subjects (Bluedorn, 1979).

Bluedorn acknowledges that this is a general and

"... *relatively parsimonious model of military turnover*" (p.199) and may not account for differences between the military services (such as rate of promotion).

## 2.4 COSTS AND CONSEQUENCES OF LABOUR TURNOVER

The dysfunctional aspects of employee turnover of an organisation, that it is costly and should be reduced, underlies almost all of the turnover literature (Dalton & Todor, 1979; Muchinsky & Morrow, 1980; Staw, 1980). However it has also been argued that turnover may actually benefit both the individual and the organisation. To look at costs without considering benefits may lead to a distorted view of the utility of turnover (Dalton et al., 1982; Muchinsky & Tuttle, 1979).

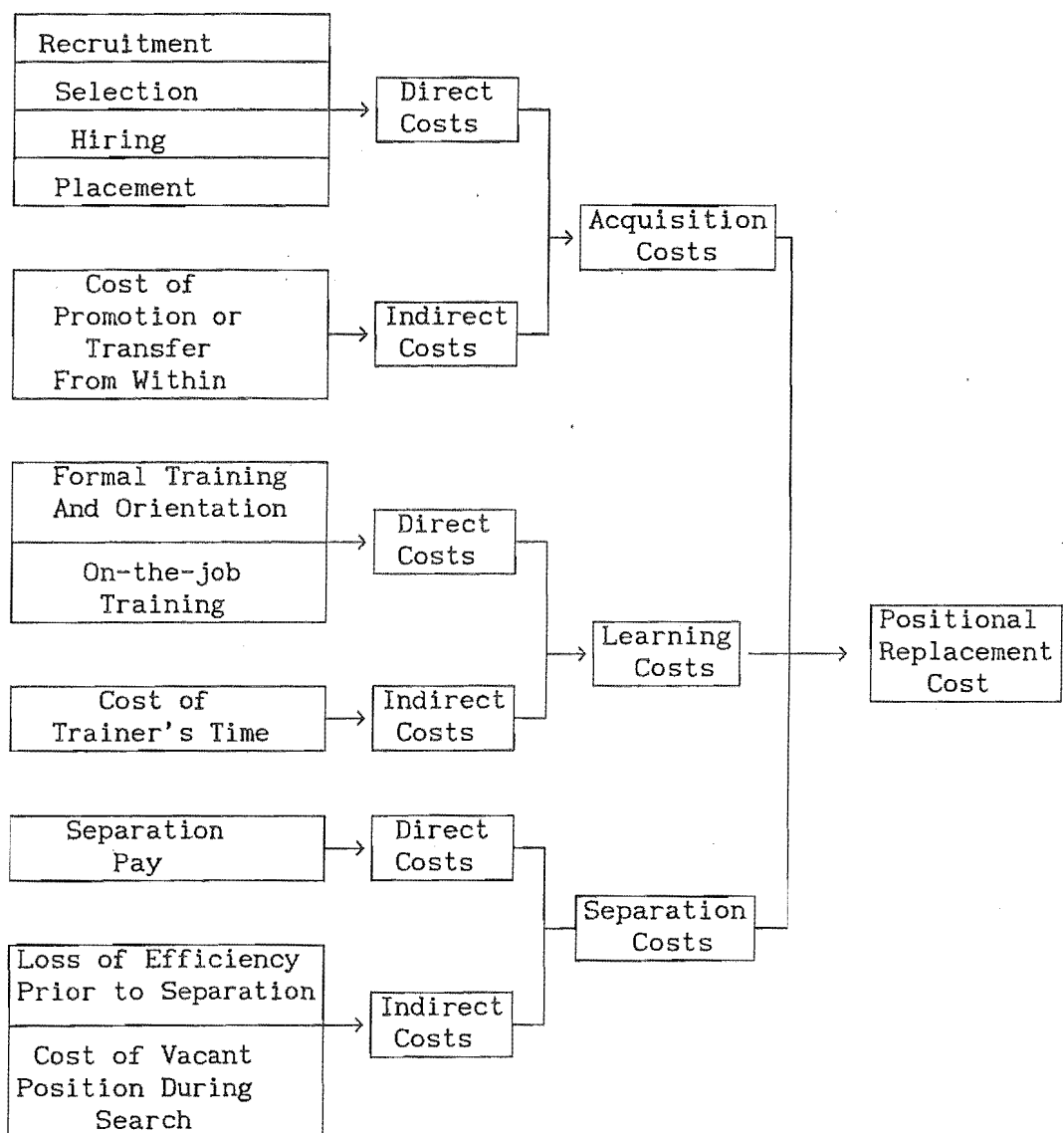
### 2.4.1 Negative consequences

The most obvious consequence of turnover is the energy and expense of finding replacement personnel. A prospective employee must

be recruited, screened through some selection mechanism, finally hired and trained.

Mobley (1982) illustrates the monetary costs that may be incurred in replacing an employee who has left, with the model in figure two. This model is drawn from E.G. Flamholtz's Human Resource Accounting.

Figure Two: Model for measurement of human resource replacement costs



The organisational consequences of turnover are dependent on who leaves and who stays (Staw, 1980). Employees leaving may adversely affect the social dynamics and communication patterns of the work organisation (Muchinsky & Tuttle, 1979). Qualitative factors such as organisational climate and group cohesion may suffer, and the morale of the remaining workforce may decline (Steers & Mowday, 1981).

#### Operational Disruption

The loss of key members or large numbers of personnel may prove costly in terms of general disruption. People leaving may affect the ability of others to produce their work because of the interdependence of work roles within the organisation.

#### Demoralisation of Organisational Membership

Because workers typically leave for an alternative organisation, turnover may undermine the attitudes of those remaining. The stayers may re-evaluate their situation and question their own motivations for staying (Mobley, 1977).

### 2.4.2 Positive consequences

#### New And Different Employees

From a positive point of view, if leavers are poor performers this provides the organisation with the opportunity to replace them with effective workers, hence the need for a distinction between functional (low performers) and dysfunctional (high performers) turnover. Due to the relative ineffectiveness of selection procedures such as screening devices in matching new members to the profiles of previously successful members (Porter, Lawler & Hackman, 1975), new organisational members may be the primary source of variety in the work place.



Replacing leavers with 'new blood' may result in an infusion of new ideas and technology. An organisation which is dependent on an ability to adapt to and interact with a changing environment may be well served by a higher level of turnover and the diversity it may provide.

#### Reduction of Entrenched Conflict

Conflict within an organisation may be hierarchical or lateral. Many conflicts, whether personal or task oriented, are not easily resolved and stem from differences in fundamental values or core beliefs. The exit of a person central to the conflict may be functional and may lead to the ultimate resolution of the conflict (as often happens in political and religious organisations). It follows that the departure of an 'undesirable' worker may increase the morale among the stayers.

#### Promotion Opportunities

Leavers may open up promotional positions in an otherwise impenetrable hierarchy (Staw, 1980), freeing up a promotional bottleneck and allowing for upward mobility. Leavers at a lower organisational level may clear the way for horizontal movement in the organisation.

To conclude, Abelson and Baysinger's (1984) optimal approach to turnover states that turnover that lends itself to being effective from an organisational perspective depends on the performance of the individuals, and also on the organisational retention and turnover costs associated with those individuals' retention/turnover behaviours. Analyses which seek to identify optimal organisational turnover, demonstrate that individual, organisational and environmental

attributes must all be taken into consideration when examining the degree of turnover experienced by an organisation, and that these attributes are organisationally specific.

## CHAPTER 3

### RATIONALE

#### 3.1 HISTORY OF THE NEW ZEALAND ARMY BAND

The New Zealand Army Band (NZAB) originated in 1957 during the Malayan Emergency when the First New Zealand Regiment was sent to South East Asia. In this early stage the band consisted of soldiers who had some degree of musical skills, and who formed a brass ensemble with limited activities. In 1963 following a Defence Order, a brass band was raised based on the organisation of the Australian and British Army line bands. The primary intention of the band was to perform music for the Army at its various military functions, and provide trained musicians to reinforce the band of the First Battalion, Royal New Zealand Infantry Regiment (1 RNZIR Band) in South East Asia.

In 1974 the NZAB and the 1 RNZIR Band combined to perform at the Commonwealth Games in Christchurch, winning considerable national acclaim. Public demand for the band grew, and the Army recognised the value of the band as a public relations medium with a money-making potential. Guitars, keyboard and electronic instruments were introduced into the band, allowing it to extend its repertoire and provide a separate dance band when required.

Every two years approximately 20 bandmembers from the NZAB replace the bandmembers in South East Asia who return to New Zealand to rejoin the NZAB.

Each year since 1971, four Fijians from the Royal Fijian Military Band have served 12 months with the NZAB to gain musical experience, while two Army bandsmen have been attached to the Fijian

Band as musical instructors for eight weeks. This exchange functioned under the Mutual Assistance Programme (in South East Asia and the Pacific Basin), run by the Ministry of Foreign Affairs via the Ministry of Defence. Following the political unrest in Fiji in 1987 this arrangement ceased, but musicians from other Pacific countries were invited to take advantage of the offer. There are currently two bandsmen from Vanuatu, and two bandsmen from the Solomon Islands serving with the NZAB.

### 3.2 FUNCTION OF THE NEW ZEALAND ARMY BAND

Defence Council Order (DCO 1/1980) states the function of the band as being:

- (i) To provide music for the State, Ceremonial and formal military functions.
- (ii) To support the Army's public relations and recruiting campaigns in New Zealand (by touring and performing).
- (iii) To reinforce the 1 RNZIR Band. However since the present Government's decision to withdraw the battalion from Singapore, this function will not exist after the current 1 RNZIR Band returns to New Zealand in December, 1988.

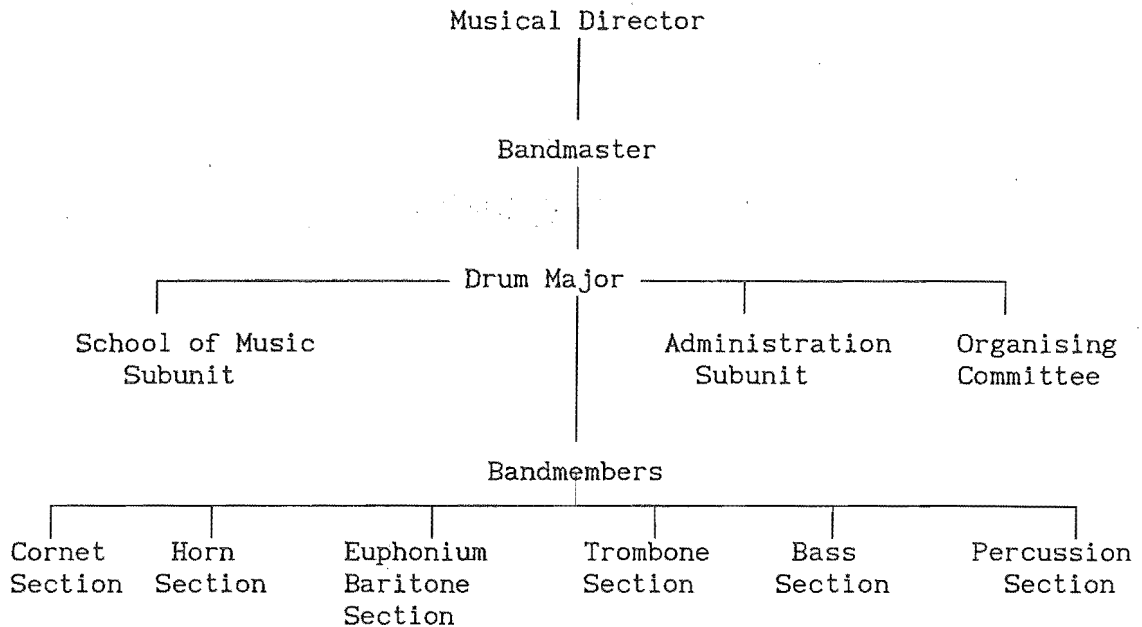
### 3.3 STRUCTURE OF THE NEW ZEALAND ARMY BAND

The band is a unit within the Infantry Corps, and its members are classified as 'soldiers'.

The Musical Director (MD) is the officer in charge, and is responsible to the Camp Commandant of Burnham Military Camp. The MD position is largely administrative, although it also involves

conducting the band during performances or concerts.

Figure Three: Structure of the NZAB



The Bandmaster (BM) trains and rehearses the band, and may conduct the band on minor engagements in the absence of the MD. The Drum Major is responsible for the design and instruction of the marching displays, and plays an instrument in the band in concert. A civilian clerk is responsible for clerical/secretarial duties. All other administrative duties are performed by bandmembers (public relations/tour organiser, accounts/treasurer, unit historian, storeman, librarian). The 'School of Music' is a subunit of the band; its purpose is to further the practical and theory music skills of bandmembers. However no staffing establishment has been assigned to the School of Music.

The organising committee is appointed by the MD, and comprises the BM and up to five bandmembers, preferably a cross section of players. Its function is to organise a suitable repertoire of new

items/acts for the bandmembers to perform, based on suggestions made by members.

### 3.4 LABOUR TURNOVER IN THE ARMED FORCES

Turnover is not limited to the private sector of the economy; it is an equally important issue in the military. In Britain, military resignations have risen from 9% to 11.6% in the past six years, while Australian military resignations have risen from 11% to 13% in the past three years. The Australian Naval rate is currently 12.6% overall (18.1% for Marine Engineers), and the Air Force is experiencing an increasing loss of pilots. These problems have been attributed to slow career opportunities and frequent posting changes (Ansley, G. *'What if they gave a war and no-one came'*. Christchurch Star, 28/5/1988. Sources: Australian Department of Defence, Deputy Secretary of Department of Defence, Britain).

In New Zealand, the overall attrition rate for the Armed Forces is approximately 17%, 10% being an acceptable rate. This has in part been attributed to a loss of incentive, that is, loss of training opportunities with the United States Armed Forces following the lapsing of ANZUS, and the removal of 41 Squadron and the Army Battalion from Singapore. The current Naval figures show a 23% turnover rate which is severely limiting performance capabilities. The Air Force has a 17% resignation rate but is experiencing a higher level of resignations from skilled personnel, especially pilots. Here the problem is attributed to the attraction of \$100,000 p.a. positions with civilian airlines (Defence Personnel Unit, May 1988).

The 1987 turnover rates for the Army vary greatly when broken down by corps, ranging from 14.8% in the Signals Corp to 34.4% in the

Education Corps. These figures were calculated using the total number of officer and other ranks (OR) release figures, and the average paid strengths of the Corps. (Defence Personnel Unit, July 1988). Muchinsky and Morrow (1980) comment that a rate of turnover that may be moderately high for one organisation may be excessive for another, and acceptable levels of turnover may vary within the same organisation.

As the manpower policy of the Army changes and the manning level is reduced, personnel leaving may not be considered dysfunctional to the force. A problem is most likely to occur when the manning in a particular area falls below what is required for that unit to function satisfactorily, and this is particularly so in a specialised unit such as the NZAB.

### 3.5 LABOUR TURNOVER IN THE NEW ZEALAND ARMY BAND

Because the band is a unit within the Infantry Corps, the turnover of bandmembers is included in the Infantry Corps figures. Although the band has always honoured its commitment to major engagements, there have been occasions when ex-bandmembers or civilian musicians have 'helped out' by bolstering the ranks. A low operational number of players has resulted in the band becoming non-functional when several players have been absent on courses.

Whether the annual turnover figures are statistically high is not the issue. Dalton, Krackhardt and Porter (1981) have highlighted the need to distinguish between turnover frequency and turnover functionality. Because of the high level of interdependence of roles in the band, most instances of bandmembers leaving could be considered dysfunctional to the unit. Nevertheless, it is who leaves, rather than how many, that may have the greatest impact on an organisation (Staw,

1980). For example, four members leaving may not have a noticeable impact on the performance of the band, but if those members were the four solo cornet players, then the band as a unit would be unable to function.

Both the quality and replaceability of an employee may be sound metrics for determining functional turnover (Dalton, Todor & Krackhardt, 1982). Boudreau (1983) also refers to the effect of turnover flow which emphasises the performance difference between leavers and replacements. Replaceability has become a major concern in the band, and issues relating to this will be addressed further in the discussion.

### 3.6 THE AIMS OF THIS STUDY

Because of the absence of previous research material in the area this study is an exploratory one, and no formal hypotheses are proposed.

This research was designed to investigate the following aspects of turnover among members of the NZAB.

- (i) Why past and present bandpersons joined the band.
- (ii) The attitudes of past and present bandpersons concerning issues related to their jobs as members of the NZAB.
- (iii) Why past bandpersons left the band.
- (iv) Whether present bandpersons intend to leave the band within the next two years, and the reasons why they may leave.

It was felt that this information should highlight problem areas that present themselves as being key factors in influencing members to either remain in or to leave the band.



## CHAPTER 4

## METHOD

## 4.1 SUBJECTS

Subjects formed two separate groups: Past Bandpersons (Leavers  $n = 75$ ) and Present bandpersons (Stayers  $n = 53$ ).

4.1.1 Leavers

This group comprised Army bandpersons who left the band between June 1978 and June 1988. It was not appropriate to seek members who had left prior to 1978 because the working conditions of the band have changed considerably since then, especially with regard to touring (the length of tours, the standard of accommodation provided, method of transportation). Names were traced by examining nominal rolls of the band to ascertain who had joined and who had left. The Army Band Reunion Committee assisted in supplying addresses.

All leavers are males. Eighty-three past bandsmen were identified, of whom one person was deceased, three were untraceable (travelling overseas), and four were discharged for disciplinary reasons. The latter four were not included in the study because their responses may well have been influenced by the nature of their dismissal. A total subject number of 75 past bandsmen remained. All subjects who were interviewed or who were involved in the pilot-testing of the questionnaire were included in the final subject group.

4.1.2 Stayers

This group comprised the present NZAB members based at Burnham Military Camp ( $n = 35$ ) and the 1 RNZIR Band members in Singapore ( $n = 18$ ), a total of 53 bandpersons. Three members of the NZAB are

females; all 1 RNZIR Band members are males.

The bandsmen from Vanuatu and the Solomon Islands were not included.

## 4.2 PROCEDURE

While it might have been preferable to interview all subjects in the study to obtain the maximum amount of information, this was not possible due to the wide geographical spread of past bandsmen. Questionnaires were administered to past and present bandpersons, and in addition a small number of interviews was carried out.

### 4.2.1 Administration of the questionnaire for Leavers

The questionnaires were posted out on 5th July 1988 with a covering letter, and a large stamped return envelope together with a separate note/stamped envelope for indicating that the questionnaire had been completed and returned.

Returned notes were checked off the list of respondents. Ten days after the specified return date (20th July) non-respondents in the Christchurch area were contacted by phone, and a reminder note was sent to subjects outside the Canterbury district.

### 4.2.2. Administration of the questionnaire for Stayers

#### (i) The NZAB in Burnham.

The researcher addressed the bandmembers as a group explaining the purpose of the study and the importance of their participation. Members were issued with a questionnaire to complete in their own time. Each section of the questionnaire was explained to ensure that members understood the instructions. Two days later the completed questionnaires were collected by the researcher.

(ii) The 1 RNZIR Band in Singapore.

The questionnaires and a cassette tape of instructions were posted to the Bandmaster in Singapore. Bandsmen were each given a questionnaire and envelope by the Bandmaster, and listened as a group to the tape of instructions. The bandsmen sealed their completed questionnaires in the envelopes. These were then placed into a packet which was posted back to the researcher.

#### 4.2.3 The Interviews

Because of the limitations of the type of information that can be obtained by use of a questionnaire, it was essential to carry out indepth interviews to elaborate on the issues covered, and to provide some indirect validation of the questionnaire responses.

Interviews with nine past bandsmen of differing rank and marital status were recorded on tape. The interviews, lasting from 30 minutes to two hours, were semi-structured which allowed the respondents to talk freely as thoughts came to mind. In addition, 12 current bandmembers were interviewed either individually or in a group discussion situation (due to time constraints).

The Musical Director was interviewed for two hours to obtain information concerning the structure and administration of the NZAB.

#### 4.2.4 Debriefing

A brief summary of the research findings was sent to all past bandmembers who had requested a copy of the results (see appendix II).

At Burnham Military Camp the researcher addressed the NZAB which included the returned 1 RNZIR Band. Subjects were reminded of the aims of the study and what method the researcher used. The results were discussed and questions and comments were invited from the bandmembers.

### 4.3 INSTRUMENTS

For this research it was not feasible to utilise existing questionnaires because they are tailored for general use and therefore would not locate the source of problems that are particular to the NZAB. Also, questionnaires from the New Zealand Defence Psychology Unit are designed for all the military forces, and a bandperson's job is not typical of positions within the military.

Although Bluedorn's (1979) model of turnover for military organisations is the model most applicable to this study, it was not specifically employed as a basis for this investigation. Because of its generality (Bluedorn, 1979), considerable modification of the model would be required for it to be functional. However the variables in the model are referred to in the Discussion section.

#### 4.3.1 Development of the questionnaire for Leavers

In semi-structured interviews six past bandsmen were asked to explain why they had joined the NZAB, why they had left the NZAB, and what they believed to be areas of dissatisfaction for themselves and others as bandsmen. The first draft of the questionnaire was drawn up based on information gathered from the interviews, and the researcher's own knowledge as the wife of a past bandmember.

##### Structure of the questionnaire:

The questionnaire was divided into six different sections.

Section A: Biographical information concerning when members joined the band.

Section B: Reasons why members joined the band.

Section C: Attitudes of members to issues related to the Army, the Army Band and bandpersons.

Section D: Biographical information concerning when members left the band.

Section E: Reasons why members left the band.

Section F: Comments from bandmembers regarding the problems that members face in the band, and how these problems may be overcome.

Biographical information was sought with close ended questions, or with partially close-ended questions that allowed the respondents the option of creating their own answers, where the set of listed response categories were not sufficient for the subject.

Answers to reasons for joining and leaving the band, and agreement to statements related to being in the band were indicated on a five-point Likert response scale. The scale ranged from 'strongly disagree' (1) to 'strongly agree' (5). A method that requires a number to be ringed was used in preference to ticking a column or writing the appropriate number. This avoids the possibility that the respondents may accidentally tick the wrong column, and eliminates errors from the misreading of numbers by the researcher (Gardner, 1978).

The questions were well-spaced with a maximum of six questions per page, printed on one side only. This allowed respondents to progress rapidly through the questionnaire.

Open-ended questions were kept to a minimum and were employed at the end of sections to allow respondents to elaborate on their answers, or to comment on any relevant issues that had not been raised in the questionnaire. The two open-ended questions in section F were requested by Brigadier A.L. Birks, OBE (Assistant Chief of Defence Staff, Operations), who has expressed an interest in the welfare of the band and bandmembers.

### Content of the questionnaire:

Reasons for joining and leaving the band were based on information gathered from the interviews.

The questions in section C were constructed to tap facets of apparent areas of dissatisfaction, or to seek opinions on job-related issues. After interviewing had established particular problem areas, questions were designed to locate the causes of dissatisfaction. The majority of items were designed for descriptive analysis to determine how many respondents held a particular viewpoint or belief, rather than to discriminate between groups of respondents.

Because of the specific nature of the job most established scales of tested reliability and validity were not suitable for use in this study. However many questions were based on or worded similarly to items in scales which measure organisational characteristics and satisfaction with the job itself, and most of these were taken from the British Telecom Survey Item Bank (1981).

### Pilot testing the questionnaire:

The questionnaire was administered by the researcher separately to seven past-bandsmen who were of differing age, rank and marital status when they left the band. This was to determine the comprehension of items, and the time taken to complete the questionnaire. Respondents answered all sections except for the open-ended questions, and were invited to make any comments relating to the questions as they worked through the questionnaire. Details of the pilot testing appear in appendix II.

### Past NZAB members in the Navy Band:

There are currently six past NZAB members serving in the Royal New Zealand Navy Band, five of whom joined the Navy in the last 10

years. These respondents were asked why they chose to join the Navy Band, and in what way the Navy Band is better than the Army Band as a job (if it is better). This information was returned separately from their questionnaires, with their return notes.

#### 4.3.2 Development of the questionnaire for Stayers

Sections A, B, C and E of this questionnaire were the same as sections A, B, C and F of the questionnaire for Leavers, except questions were worded in the present tense where appropriate.

Section D was designed to find out whether respondents intended to stay in or leave the band within the next two years. This section was shown to subjects who participated in the pilot-testing of the Leavers' questionnaire, for their criticisms and comments. As a result minor changes were made to the layout of the questions.

## CHAPTER 5

### RESULTS

#### 5.1 INTRODUCTION

The results are presented in 12 sections, as outlined below.

Section 5.2: how the data were analysed.

5.3: subjects' responses to the questionnaires and interviews.

5.4: profile of bandpersons when they joined the band (previous occupational class, age, time period in which they joined, how long they intended to stay).

5.5: reasons for bandpersons joining the band.

5.6: bandpersons' attitudes to issues related to the Army, the Army Band, and bandpersons.

5.7: NZAB turnover information.

5.8: profile of bandpersons when they left the band (age, rank, length of service, new occupational class).

5.9: reasons for bandpersons leaving the band.

5.10: comments from past Army bandsmen who are currently serving with the Royal New Zealand Navy Band.

5.11: current bandpersons' intentions to leave the band within the next two years, and reasons why.

5.12: free comments from past and present bandpersons.

Subjects' comments are quoted extensively to provide qualitative support and illustrations for the quantitative analyses of the responses to questions. Many comments are negative because they are elaborating on areas of dissatisfaction. In most cases, comments are



typical of those made by respondents.

Results made from the response scales were collapsed into three main categories because an overall agreement and disagreement was desired in the main analyses. However the strongly agree and strongly disagree percentages are indicated in brackets to show which issues prompted strong responses from subjects.

Current bandpersons were advised to circle '3' (neither agree nor disagree) on the response scales if they had not been in the band long enough to have an opinion on a given item, and this accounts for the high neutral figure for some questions.

Rank is referred to in the following manner:

Private: lowest non-commissioned rank.

JNCO: junior non-commissioned officer (Lance Corporal, Corporal).

SNCO: senior non-commissioned officer (Sergeant, Staff Sergeant, Warrant Officer).

## 5.2 ANALYSIS

The data were analysed on Prime (Package SPSSX). The primary analysis was frequency percentages of the major variables. Secondary analyses included crosstabulations to show overall differences between subject groups.

Measures of association were computed with Kendalls tau b where variables contained an equal number of categories, and Kendalls tau c where the number of categories were unequal. Variables within section C were inter-correlated to find what facets of dissatisfaction were associated with each other. Section C variables were correlated with biographical data to seek relationships between variables such as age/tenure and responses to questions concerning dissatisfiers. Variables

within section E were inter-correlated to locate which reasons for leaving were associated. Correlations were derived between sections C and E to discover relationships between aspects of dissatisfaction and reasons for leaving, and between sections A and E to find if any relationships existed between reasons for joining and reasons for leaving the NZAB.

A discriminant function analysis was performed to locate which facets of dissatisfaction in section C could discriminate between current bandmembers who intended to leave the band within the next two years, and those who intended to stay.

### 5.3 SUBJECT RESPONSE RATES

A high return is to be expected if the subject matter is of great interest to a special group (Erdos, 1976). Dillman (1978) adds that the more homogeneous the sample is, the greater the percentage response that can be expected.

#### 5.3.1 Response to questionnaires

##### Leavers

By the 29th July, 49 completed questionnaires (65%) had been returned. A further 19 questionnaires were received after reminder notes and phone calls had been actioned. In total 68 questionnaires were returned, a 91% response rate. Three respondents were found to have left the band before 1978, and these questionnaires were not included in the analysis. All other questionnaires were useable (N = 65).

Seven questionnaires were not returned; one respondent was ill in hospital, two were travelling overseas, and no reason was

ascertained for the lack of response from the remaining four respondents.

The five Navy bandsmen returned their notes stating why they chose to join the Navy Band after leaving the Army Band.

#### Stayers

The 1 RNZIR Band (n = 18): All bandsmen in Singapore answered a questionnaire.

The NZAB (n = 35): One bandmember was not present when the questionnaires were given out, and three questionnaires were not returned. Because of the considerable time pressure that the bandmembers were under in preparation for their forthcoming series of local concerts and the imminent tour of Australia, the researcher did not seek out the missing bandmember and questionnaires. Thus 49 of the 52 questionnaires issued to current bandpersons were completed satisfactorily and returned (94% response rate).

#### 5.3.2 Response to interviews

Twelve current bandmembers volunteered to be interviewed, while all past bandmembers who were approached for an interview agreed without hesitation. The researcher's own knowledge of the fundamentals of brass-band playing, plus an adequate understanding of the functioning of the Army Band and the Army system permitted the interviewees to communicate their concerns in their own terminology. Because the researcher is not a member of the regular Armed Forces the current bandpersons felt unrestricted in making their comments.

The study was acknowledged with enthusiasm by both subject groups, and comments indicated that to many respondents it represented a form of catharsis.

Typically:

*"Thanks for the chance to say what I've had bottled up for years."*

*"Thanks for the chance of saying what I think although I don't suppose it'll make any difference."*

*"Thanks for the opportunity to take part in your study. I think it is an excellent topic and I hope the results of your study are taken very seriously by the Army."*

#### 5.4 PROFILE OF BANDPERSONS WHEN THEY JOINED THE ARMY BAND

Table 5.4.1 (Item A.1)<sup>1</sup>

Age of bandpersons when they joined the Army Band

AGE GROUP	LEAVERS		STAYERS <sup>3</sup>	
	f <sup>2</sup>	%	f	%
20 years or less	24	36.9	30	61.2
21 to 25 years	22	33.8	11	22.4
26 to 30 years	10	15.4	5	10.3
Over 31 years	9	13.9	3	6.1

Table 5.4.1 shows that Leavers were significantly older than Stayers were when they joined the band ( $\chi^2(2) = 6.7, p < .05$ ).

- 
- 1 In each table of results the item number refers to the appropriate item in the questionnaire.
  - 2 In all tables f refers to the frequency of responses.
  - 3 In all tables Leavers n = 65, Stayers n = 49.

The previous occupational classes of bandpersons were grouped by the researcher into categories considered appropriate for the data collected.

Table 5.4.2 (Item A.3)

Previous occupational class of bandpersons

OCCUPATIONAL CLASS	LEAVERS		STAYERS	
	f	%	f	%
Trade	24	36.9	20	40.8
Clerical/Service Industry	11	16.9	8	16.3
Professional/Managerial	7	10.7	-	-
Sales	5	7.7	4	8.2
Military (Army, Airforce)	4	6.2	2	4.1
Manual Labour/Factory	4	6.2	4	8.2
Self employed	2	3.1	1	2.0
No previous employment	8	12.3	10	20.4

Table 5.4.2 reveals that the two categories of bandpersons have come from similar work environments, although a higher percent of current bandmembers have had no previous work experience. There were no current bandmembers in the professional/managerial occupational category, and this probably is a reflection of the fact that Stayers have generally been younger than Leavers when they joined the band (table 5.4.1).

Recruiting branch (3 Task Force, Christchurch) advises that approximately 85% of new recruits into the non-commissioned ranks of the Army are school leavers with little or no work experience. The remainder usually have had jobs that do not offer advancement as a

career (such as parking meter attendant).

The time period in which bandpersons joined the band was divided into categories according to those members who joined before the 10 year period being researched, and those who joined after. The 1978-1988 period was divided into two five year categories which coincide with the change of MD.

Table 5.4.3 (Item A.2)

Time period in which bandpersons joined the Army Band

TIME PERIOD	LEAVERS		STAYERS	
	f	%	f	%
Before 1978	39	60.0	8	16.3
1978 to 1982	17	26.2	10	20.4
1983 to 1988	9	13.8	31	63.3

Table 5.4.3 indicates that Stayers have joined more recently than have Leavers ( $\chi^2(2) = 32.74$ ,  $p < .001$ ). Sixty-three percent of current bandmembers have joined in the last five years, while only 17% of members who joined before 1978 are still in the band. Forty percent of the bandmembers who joined in the last 10 years have left.

Overall, current bandpersons have joined younger, have been in the band for a relatively short length of time, and are somewhat less experienced as members of the workforce.

Table 5.4.4 reveals that Stayers and Leavers had similar expectations concerning the length of time that they expected to stay in the band, when they joined. Seventy-five percent of both groups either had no expectations or did not expect to be in the band for more than five years. This may be interpreted as indicating that musicians

joining the band believe that the job has limited future prospects to offer, or that it is not possible for new recruits to estimate the time that they expect to remain in the band because it is still an unknown quantity to them. This suggests that past and current job previews may not be adequate in informing prospective recruits of the conditions of the job, and what career prospects they can expect in the future.

Table 5.4.4 (Item A.5)

How long bandpersons expected to stay in the Army Band

LENGTH OF TIME	LEAVERS		STAYERS	
	f	%	f	%
5 years or less	28	43.1	16	32.7
6-15 years	6	9.2	3	6.0
More than 15 years	10	15.4	9	18.4
No expectations	21	32.3	21	42.9

## 5.5 REASONS FOR JOINING THE ARMY BAND

Table 5.5.1 reveals that overall a similar percentage of both Leavers (n = 65) and Stayers (n = 49) agreed that they joined the band for the same reasons. The main reason was for a career in music, with 44.6% of Leavers and 40.8% of Stayers strongly agreeing with this.

Although not statistically significant, a higher percentage of Stayers than Leavers joined the band for the job security. This probably reflects the influence of the recent economic and unemployment situation in New Zealand.

'Tours to Singapore' was not a relevant reason for joining for Stayers who have joined within the last two years, following the announcement of the intended withdrawal of the Battalion from

Singapore. Eighty-four percent (n = 55) of Leavers had had at least one overseas tour, while 43% (n = 28) had two or more overseas tours of duty.

Table 5.5.1

Responses to Reasons for Joining the Army Band<sup>1</sup>

REASON	Agreement	LEAVERS		STAYERS	
		f	%	f	%
For a career in music	Disagree	4	6.2	1	2.1
	Neutral	-	-	3	6.1
	Agree	61	93.8 (44.6)	45	91.8 (40.8)
For the lifestyle e.g. touring	Disagree	16	24.6 (3.1)	11	22.4
	Neutral	16	24.6	9	18.4
	Agree	33	50.8 (9.2)	29	59.2 (8.2)
For tours to Singapore	Disagree	18	27.7 (7.7)	21	42.9 (6.1)
	Neutral	23	35.4	13	26.5
	Agree	24	36.9 (12.3)	15	30.6 (10.2)
For the prestige asso- ciated with the band	Disagree	24	36.9 (6.2)	17	34.7 (4.1)
	Neutral	17	26.2	13	26.5
	Agree	24	36.9 (4.6)	19	38.8 (6.1)
For the job security	Disagree	30	46.2 (13.8)	12	24.4 (4.1)
	Neutral	14	21.5	16	32.7
	Agree	21	32.4 (6.2)	21	42.9 (10.2)
To be in the Army	Disagree	38	58.5 (16.9)	35	71.4 (22.4)
	Neutral	16	24.6	9	18.4
	Agree	11	16.9 (1.5)	5	10.2
For the benefits of service life	Disagree	37	56.9 (12.3)	26	53.1 (8.2)
	Neutral	20	30.8	16	32.6
	Agree	8	12.3 (1.5)	7	14.3
For the pay	Disagree	45	69.2 (21.5)	38	77.6 (18.4)
	Neutral	14	21.5	8	16.3
	Agree	6	9.3	3	6.1
Because a family mem- ber had been in the band	Disagree	57	87.7 (43.1)	41	83.7 (40.8)
	Neutral	3	4.6	5	10.2
	Agree	5	7.7 (1.5)	3	6.1 (2.0)

<sup>1</sup>

For all tables bracketed percentages refer to "strongly" agree/disagree responses.



The pay was the second least rated reason for joining the band. In fact, 47.7% (n = 31) of Leavers and 44.9% (n = 22) of Stayers accepted a reduction in salary when they joined the band.

Forty-nine percent (n = 32) of Leavers and 51% (n = 25) of Stayers added other reasons for joining the band.

Table 5.5.2

Other reasons given for joining the Army Band

REASONS	LEAVERS		STAYERS	
	f	%	f	%
To increase musical skills, become a more competent musician	16	24.6	8	16.3
To experience that type of job	7	10.8	9	18.4
To experience playing with top brass musicians, or because of the band's reputation	3	4.6	2	4.1
Personal reasons (e.g. divorce, geographical)	3	4.6	1	2.0
Good enough for the band, and otherwise unqualified	2	3.1	3	6.1
Childhood ambition	1	1.5	2	4.1

Table 5.5.2 shows that the most common other reasons noted for joining the band were concerned with the musical experience.

In brief, the main reasons that bandpersons joined the NZAB were music-orientated; for careers in music and to increase their musical competence.

## 5.6 PAST AND PRESENT BANDPERSONS' ATTITUDES TO ISSUES RELATED TO THE ARMY, THE ARMY BAND AND BANDPERSONS

The results relate to questions in section C of both questionnaires.

### 5.6.1 Awareness of job requirements (Item C.1)

Before joining the band, applicants must pass a musical audition that tests practical musical ability and music sightreading skills. This is followed by an interview in which they are informed of what can be expected in the way of daily work. If accepted by the MD applicants then follow the normal Army recruiting procedure.

Table 5.6.1

#### Agreement/Disagreement with job requirement statement

STATEMENT	Agreement	LEAVERS			STAYERS		
		f	%		f	%	
I was NOT made aware of the job requirements before joining the band	Disagree	24	36.9	(3.1)	14	28.6	(4.1)
	Neutral	11	17.0		4	8.1	
	Agree	30	46.1	(13.8)	31	63.3	(14.3)

Table 5.6.1 indicates that 46.1% of Leavers and 63.3% of Stayers were not made aware of exactly what would be required of them as Army bandpersons before they joined the band.

Leaver:

*"All non-music related duties and the Army's involvement with the band should be pointed out more."*

Stayer:

*"People should be told exactly what to expect when they first ask, and not find out after they have*

*joined and then wish that they hadn't."*

For Leavers, not being told the job requirements was associated with not being promoted on musical ability ( $\tau = .16$ ,  $p < .05$ ), and not having enough control over one's job ( $\tau = .29$ ,  $p < .002$ ). Stayers also related not knowing the job requirements to a lack of individual control ( $\tau = .32$ ,  $p < .004$ ). This implies that unless informed otherwise, applicants may assume that because the job is primarily making music, then promotion will be based on musical ability. They are also less aware of the strong military emphasis on the functioning of the band, which restricts the control that individuals have over their job.

These results support the desirability of realistic job previews (Dean & Wanous, 1974; Ilgen & Seely, 1974; Reilly, Brown, Blood & Malalesta, 1981; Wanous, 1973). Realistic job previews would inform potential recruits of exactly what they could expect if they joined the Army, and the requirements of their job as bandpersons.

#### 5.6.2 Pride, Supportiveness and Commitment (Items C.2,3,4)

##### Pride:

Both subject groups expressed a high level of agreement in being proud to have been, or to be, members of the band.

Comments from bandpersons who were not proud:

##### Leaver:

*"I was proud when I was in, and am proud on reflection, but not at the time that I left."*

##### Stayer:

*"I used to be proud but now I don't care - standards have fallen."*

Table 5.6.2

Agreement/Disagreement with pride, supportiveness and commitment statements

STATEMENT	Agreement	LEAVERS		STAYERS	
		f	%	f	%
I was proud to be in the band	Disagree	5	7.7 (4.6)	1	2.0
	Neutral	6	9.2	12	24.5
	Agree	54	83.1 (40.0)	36	73.5 (24.5)
Bandpersons supported each other, had a good 'esprit de corps'	Disagree	19	29.2 (3.1)	11	22.4 (2.0)
	Neutral	9	13.9	8	16.4
	Agree	37	56.9 (15.4)	30	61.2 (4.1)
Longerserving bandpersons had a higher level of commitment	Disagree	18	27.7 (6.2)	19	38.8 (6.1)
	Neutral	7	10.8	4	8.1
	Agree	40	61.5 (27.7)	26	53.1 (20.4)

Support:

Pride was related to supportiveness (Leavers tau = .26,  $p < .006$ ; Stayers tau = .33,  $p < .004$ ). In the band each individual's performance reflects on and affects all other members; hence it is essential that all members support and assist each other. This strengthens comradeship and helps build 'esprit de corps'.

Comments from current bandpersons indicated a strong support network within the younger and relatively newly recruited members whereby they helped and advised each other in adapting to the requirements of the job and particularly to the military lifestyle. This support system is vital for those members who have not yet received any basic training and therefore have not been adequately socialised into the band and Army environment. This type of support was not seen to be coming from the SNCO's.

Leaver:

*"There seemed to be no empathy between ranks, and as a private I found it difficult to keep my spirits up."*

Stayers:

*"Baggies [Privates] support each other.... new guys are made to feel part of the team."*

*"SNCO's don't give new people a chance to find their feet."*

Although pride and supportiveness may be considered components of esprit de corps, supportiveness itself does not necessarily indicate 'good spirit' in the unit, and it became apparent that a question concerning this facet should have been asked separately. Comments indicated that esprit de corps varies according to the band's activities. Morale rises when the bandmembers receive positive feedback from an audience during performances, but it may fall to a low level when they are not engaged in satisfying activities.

#### Commitment:

Lower ranked members do not perceive themselves as being any less committed to the unit than higher ranked members may be, while the higher ranked and longer-serving members do perceive themselves as being more committed. Hence the perceived commitment of longer-serving members is tied to the length of service (Leavers  $\tau = .21$ ,  $p < .01$ ; Stayers  $\tau = .46$ ,  $p < .001$ ) and rank of members (Leavers  $\tau = .24$ ,  $p < .01$ ; Stayers  $\tau = .54$ ,  $p < .001$ ).

For both subject groups, age, rank, and length of service are all positively associated with each other.

Table 5.6.2a

Relationship between age, rank and length of service

LEAVERS				STAYERS			
	AGE	RANK	SERVICE		AGE	RANK	SERVICE
AGE				AGE			
RANK	0.51			RANK	.67		
SERVICE	0.57	.65		SERVICE	.61	.58	

All correlation coefficients are significant at  $p < .001$  level.

5.6.3 Promotion (Items C 15.16.17.18.19)

All Army other ranks (OR) personnel must pass certain basic courses to be eligible for promotion, but trade-related sections of promotion courses are the responsibility of the individual corps. Thus as part of the Infantry Corps bandmembers must fulfill the requirements of infantry members. Such skills were utilised when the 1 RNZIR Band participated in exercises in South East Asia in the Battalion, but the imminent disbandment of the 1 RNZIR Band renders these skills redundant.

There are no formalised criteria for promotion in the band. If a bandmember has passed the infantry related course requirements and the MD considers that the member has the characteristics of an NCO with a potential for advancement, then the MD may recommend that the member be promoted when a position becomes available.

The availability of promotion fluctuates; and to a limited extent may be a matter of being in the right place at the right time. As members leave the band the promotional bottleneck may free up, but as these positions are filled a new stalemate is reached. Members may also forego/receive a promotion by either accepting a trip to Singapore

or by remaining in New Zealand.

Table 5.6.3 describes the beliefs of bandpersons concerning the criteria for promotion, and promotional opportunities.

The majority of Leavers (69.2%) and 46.9% of Stayers did not believe that promotion was based on practical musical ability. Significantly more Leavers than Stayers believed that promotion was based on non-musical ability ( $\chi^2(2) = 14.25$ ,  $p < .001$ ), and that music theory qualifications increased chances for promotion ( $\chi^2(2) = 6.61$ ,  $p < .05$ ). Practical musical ability refers to a member's proficiency on an instrument, whereas music theory qualifications may be considered as academic and have little influence on a person's practical playing ability.

Table 5.6.3

Agreement/Disagreement with promotion statements

STATEMENT	Agreement	LEAVERS		STAYERS	
		f	%	f	%
Promotion was based on practical musical ability	Disagree	45	69.2 (29.2)	23	46.9 (14.3)
	Neutral	4	6.2	11	22.5
	Agree	16	24.6 (7.7)	15	30.6 (6.1)
Promotion was based on non-musical ability	Disagree	20	30.8 (7.7)	19	38.8 (8.2)
	Neutral	7	10.7	19	38.8
	Agree	38	58.5 (20.0)	11	22.4 (4.1)
Music theory qualifications increased chances for promotion	Disagree	11	16.9	11	22.4 (6.1)
	Neutral	10	15.4	16	32.7
	Agree	44	67.7 (15.4)	22	44.9 (12.2)
I knew the requirements for promotion	Disagree	31	47.7 (15.4)	19	38.7 (12.2)
	Neutral	6	9.2	6	12.3
	Agree	28	43.1 (4.6)	24	49.0 (10.2)
There were NOT adequate opportunities for promotion	Disagree	6	9.2	4	8.1 (2.0)
	Neutral	5	7.7	12	24.6
	Agree	54	83.1 (36.9)	33	67.3 (30.6)

However it should be noted that 47.7% of Leavers and 38.7% of Stayers indicated that they did not know the actual requirements for promotion. Members who believed that they did not know the requirements also agreed that they were not told all that they should have been told about their job (Leavers  $\tau = .18$ ,  $p < .05$ ; Stayers  $\tau = .21$ ,  $p < .03$ ).

Both groups regarded the opportunities for promotion as being inadequate, with 36.9% of Leavers and 30.6% of Stayers strongly agreeing with the statement.

Leavers:

*"Its [promotion] based on musical ability to Lance Corporal level, and on non-musical ability after that."*

*"Bandsmen should be able to expect promotion after a certain number of years."*

*"Promotion should be on merit."*

*"While musical ability should not be the only prerequisite for promotion, it should be the most important."*

*"Promotion should relate to trade skills in music, not self-sufficiency in the field. Soldiering and music require unrelated skills and temperaments."*

Stayers:

*"I've no idea how rank is picked, or what magical feat is required to get it."*

*"It's like a lucky dip."*

*"It depends on who you are and how you get on with the boss."*



*"Promotion in the Army Band is a big joke. It is often waved in front of someone intending to leave, and then when he stays - too bad."*

Rank, especially SNCO positions, has been awarded mainly to members who performed administrative roles in the band. Hence members who have greater musical responsibilities (for example, the band leader) and therefore do not have time for involvement in administrative duties, do not receive recognition for their work in the form of promotion. This problem is compounded by the fact that there are a limited number of administrative positions.

The MD advises that passing music theory grades increases a bandperson's chances of promotion. Again, this disadvantages the better musicians who have less time available to study for theory exams due to their extra musical commitments.

The lack of opportunity for promotion is influenced by both the pyramidal hierarchical structure of the band, and the manner in which the band slots into the overall structure of the Infantry Corps.

Each corps is allocated a specified number of NCO positions. Each 'unit' within the corps has an allocation of rank positions according to the total number of members in that unit. Members of other units in the Infantry Corps can move between units to gain promotion, but bandmembers are unable to do this because of the specialised nature of their work.

Furthermore, when a SNCO vacancy has occurred in the band, this position has sometimes been allocated to a member of a different unit in the Infantry Corps. Although this does not disrupt the total number of positions for the corps, the band as a unit is deprived of a promotional opportunity, aggravating an already unsatisfactory

situation.

#### 5.6.4 Salary (Items C 20. 21)

Salary is tied to rank. The pay scale within each rank consists of 'Bands', ranging from Band One to Band Six (Defence Council Order (A) Vol IV). Band Six is a specialist grade which covers trades such as Radiographer, SAS Trooper, Electronic Technician.

The pay Band of bandmembers is determined by practical ability and theory qualifications (music grades). The maximum pay Band that bandmembers can attain is Band Five, because the Army does not acknowledge higher musical qualifications such as letters from the Trinity College and Royal Schools of Music, London (FTCL, LTCL, LRSM). Six past bandmembers had gained such higher qualifications before they left the band.

Table 5.6.4

#### Agreement/Disagreement with income and touring allowance statements

STATEMENT	Agreement	LEAVERS			STAYERS		
		f	%		f	%	
My income was satisfactory	Disagree	19	29.2	(6.2)	18	36.7	(10.2)
	Neutral	3	4.6		8	16.4	
	Agree	43	66.2	(7.7)	23	46.9	(2.0)
Touring allowances were NOT adequate	Disagree	17	26.2	(3.1)	7	14.3	(2.0)
	Neutral	4	6.1		9	18.3	
	Agree	44	67.7	(29.2)	33	67.4	(32.7)

Table 5.6.4 shows that while 66.2% of Leavers agreed that their income was satisfactory, 67.7% did not think that their touring allowances were adequate, 29.2% strongly agreeing with this statement. Stayers were similarly dissatisfied with their touring allowances.

Leavers' agreement with the statement that their income was satisfactory to meet everyday expenses increased with rank ( $\tau = .30$ ,  $p < .001$ ), but for Stayers higher ranked members did not necessarily regard their income as adequate. Sixty-two percent ( $n = 10$ ) of JNCO's were not satisfied with their salary. They are all married men and therefore are more likely to have greater financial commitments than single persons.

When soloists perform in front of an audience they place both the band's and their own reputation on the line. However soloists interviewed did not feel that they should be paid more than other bandmembers, or similarly ranked army personnel (for example clerks) whose jobs may be comparatively less demanding.

The statement regarding tour allowances refers to New Zealand tours only. However the current NZAB members were not informed of this before they answered their questionnaires. At this time, they were preparing for an overseas tour and were expressing a notable degree of dissatisfaction concerning the allowances that they were expecting to receive, which probably influenced their responses to the touring allowance question.

Stayer:

*"The tour is part of our job, and shouldn't cost us extra out of our pockets."*

The allowances for overseas tours are different, rather than higher or lower than allowances for tours within New Zealand. Bandmembers were informed verbally approximately how much money they could expect to receive. Members did not sight any formal written communication outlining what they actually would receive. Interviews revealed that this was particularly disconcerting for married men whose

salary was largely already committed to family living expenses. Members did not know how much money they might receive or need to take with them.

#### 5.6.5 The Band Workload (Items C.8,9,10,11)

Table 5.6.5 shows that a similar percentage of both groups felt that the workload on tour and at Burnham was usually acceptable to them. Leavers and Stayers who found the touring workload unacceptable also felt that their performances were affected by the workload ( $\tau = .25$ ,  $p < .01$  and  $\tau = .26$ ,  $p < .01$  respectively).

Table 5.6.5

#### Agreement/Disagreement with workload statements

STATEMENT	Agreement	LEAVERS			STAYERS		
		f	%		f	%	
The workload on tour was usually acceptable to me	Disagree	13	20.0	(6.2)	6	12.2	(4.1)
	Neutral	4	6.2		5	10.2	
	Agree	48	73.8	(7.7)	38	77.6	(8.2)
The workload at Burnham was usually acceptable to me	Disagree	13	20.0	(3.1)	7	14.3	
	Neutral	4	6.2		4	8.1	
	Agree	48	73.8	(4.6)	38	77.6	(8.2)
There was NOT enough time for organising performances	Disagree	17	26.2	(4.6)	7	14.3	
	Neutral	13	19.9		11	22.4	
	Agree	35	53.9	(26.2)	31	63.3	(30.6)
The workload did NOT affect my musical performance	Disagree	28	43.1	(9.2)	16	32.6	(10.2)
	Neutral	8	12.3		7	14.3	
	Agree	29	44.6	(7.7)	26	53.1	

A positive relationship exists between Leavers who felt that the Burnham workload was unacceptable, and who also felt that there was not enough time available for organising performances ( $\tau = .36$ ,  $p < .001$ ). For Leavers both the lack of time available for organisation and the

effect of the workload on performance were associated with a perceived lack of control over the job ( $\tau = .30$ ,  $p < .002$  and  $\tau = .30$ ,  $p < .001$ ).

Leavers:

*"Available time wasn't properly organised."*

*"Too much was programmed into some tours."*

*"There was not enough time spent on training as individuals or as a band. The band certainly toured at times underrehearsed."*

Stayers:

*"The tour workload is usually acceptable, but they tend to cram in too many extra things while we're on the go."*

*"The workload of the administrative paperwork affects my playing."*

*"There is no time for individual practice or tuition which I find extremely disappointing."*

*"There is enough time, but it is not utilised constructively."* [This was the most common comment.]

Twice a year the MD meets the Commander 1 Task Force at a tasking conference to determine what engagements the band will accept, apart from the confirmed annual military commitments. Bearing these commitments and engagements in mind, additional band public relations tours to various parts of the country are organised. The band must also be available for 'fast balls' (for example, State welcomes for visiting dignitaries) which may be requested at relatively short notice.

While accepting engagements consideration must also be made to inhouse commitments such as promotion courses, and who may be on a

course, as the absence of particular members affects which items can be performed.

Although the overall workload was acceptable to most members, extra engagements were often slotted in between others, adding unnecessary pressure to already tight schedules. The time available for the preparation of performances appears to be a more important issue, and results suggested that either the band has been over-committed to engagements, or that time available was not being utilised in an efficient manner.

Members whose performances were affected by the workload were mainly players who participated in solos, trios, and novelty items which required extra time and preparation. Bandmembers involved in administration sacrificed practice time to attend to administrative duties.

#### 5.6.6 Touring (Items C.5,6,7)

Table 5.6.6

#### Agreement/Disagreement with touring statements

STATEMENT		LEAVERS		STAYERS	
		f	%	f	%
The band toured too frequently	Disagree	17	26.2 (3.1)	20	40.8 (12.2)
	Neutral	18	27.6	20	40.8
	Agree	30	46.2 (10.8)	9	18.4 (10.2)
Usually tours were NOT too long	Disagree	15	23.1.. (3.1)	4	8.2 (4.1)
	Neutral	10	15.4	12	24.5
	Agree	40	61.5	33	67.3 (2.0)
Some tours were unnecessary	Disagree	6	9.2	12	24.5 (4.1)
	Neutral	6	9.2	9	18.3
	Agree	53	81.6 (38.5)	28	57.2 (32.7)

Both the length and the frequency of tours have been reduced over the last two years, and this is reflected in the difference of opinion between the two groups. Fewer Stayers than Leavers believed that the band toured too frequently ( $\chi^2(2) = 9.59$ ,  $p > .01$ ). All Stayers who did think that the band toured too frequently are married. For both groups, dissatisfaction with the tour frequency was associated with dissatisfaction with the length of tours. (Leavers tau = .25,  $p < .003$ ; Stayers tau = .38,  $p < .001$ ). Leavers also associated frequency of touring with unnecessary tours (tau = .19,  $p < .02$ ). Stayers and Leavers differed in their beliefs regarding the necessity of some tours ( $\chi^2(2) = 8.23$ ,  $p < .05$ ).

Leavers:

*"Some years tours have been far too frequent, but others have been acceptable."*

*"Touring is a necessary requirement, and should be accepted by individuals. It just needs better planning."*

Stayers:

*"It's not the frequency, its the spacing of tours. They all happen together at a certain time of the year. This upsets the family."*

Touring occurs mainly from September to April, but is particularly concentrated over the summer months. The band is stationed at Burnham from June to August which creates time for the band to retrain. This is essential following the changeover of the 1 RNZIR Band which usually takes place in May in alternate years.

Comments regarding unnecessary tours referred mainly to occasions when the band has made a special tour to perform at an event

when another band in the area could have performed instead. Several of the Territorial Force bands are musically proficient and capable of meeting the performance demands of certain engagements. Other comments referred to the under-utilisation of the Royal New Zealand Navy Band (RNZNB) in Auckland, and poorly coordinated arrangements which have seen the Navy Band engaged in Christchurch while the NZAB performed in Auckland.

The formal military functions of the NZAB and the RNZNB are identical, as outlined in the Defence Council Order which applies to all Forces Bands. The RNZNB also performs for the same type of non-military engagements (for example, balls, public concerts), with the exception of elaborate marching displays. In fact, in some respects the RNZNB is more suited to the latter types of engagements because it is better equipped to play big band styles of music (due to the inclusion of reed instruments), and also incorporates a dance band and jazz band within the unit.

It is engagements that both bands could fulfill equally well that the comments from the NZAB members refer to.

#### 5.6.7 Communication (Items C.22,26,27,28,29,30)

Table 5.6.7 reveals that the main communication problems for both groups concerned receiving conflicting orders and unclear communications. Both groups also indicated that the MD did not usually acknowledge good work, with 30.8% of Leavers strongly disagreeing with the statement, which was positively keyed.

Not knowing one's responsibilities was related to not being told enough about the job (Leavers  $\tau = .26$ ,  $p < .008$ ; Stayers  $\tau = .34$ ,  $p < .001$ ) and receiving unclear-incomplete communications (Leavers  $\tau = .20$ ,  $p < .05$ ). Members who felt that they were not told enough



about their job were likely to agree that they also received unclear communications (Leavers tau = .26,  $p < .002$ ; Stayers tau = .26,  $p < .01$  and conflicting orders (Leavers tau = .25,  $p < .008$ ). For Leavers, not being told enough was also related to a lack of acknowledgement of good work by the MD (tau = .41,  $p < .001$ ) and not having adequate opportunity to discuss matters of concern with him (tau = .36,  $p < .001$ ).

Table 5.6.7

Agreement/Disagreement with communication statements

STATEMENT	Agreement	LEAVERS		STAYERS	
		f	%	f	%
I did NOT know what my responsibilities were	Disagree	50	76.9 (9.2)	34	69.4 (12.2)
	Neutral	5	7.7	7	14.3
	Agree	10	15.4	8	16.3 (2.0)
I was NOT told all that I should have known concerning my job	Disagree	18	27.7	11	22.4
	Neutral	14	21.5	8	16.4
	Agree	33	50.8	30	61.2 (20.4)
I did NOT have adequate opportunities to discuss matters with the MD	Disagree	33	50.8 (4.6)	19	38.8 (6.1)
	Neutral	7	10.8	13	26.5
	Agree	25	38.4 (21.5)	17	34.7 (8.2)
Good work was usually acknowledged by the MD	Disagree	40	61.5 (30.8)	27	55.1 (18.4)
	Neutral	13	20.1	13	26.5
	Agree	12	18.4 (1.5)	9	18.4
Communications were always clear and complete	Disagree	37	56.9 (12.3)	38	77.6 (18.4)
	Neutral	11	16.9	6	12.2
	Agree	17	26.2 (3.1)	5	10.2
I sometimes received conflicting orders	Disagree	10	15.4 (1.5)	3	6.1
	Neutral	8	12.3	7	14.3
	Agree	47	72.3 (9.2)	39	79.6 (18.4)

Receiving unclear communications was strongly associated with receiving conflicting orders (Leavers tau = .59,  $p < .001$ ; Stayers tau = .23,  $p < .05$ ). Eight-seven percent ( $n = 13$ ) of past SNCO's said

that they sometimes received conflicting orders, with no-one disagreeing. Similarly 86% (n = 6) of the current SNCO's and 88% (n = 14) of the current JNCO's agreed that they received conflicting orders with no-one disagreeing (although it should be noted that while the percentages are high, the number of subjects concerned is low).

Leavers:

*"Communication is one of the biggest problems."*

*"There was not enough communication between the 'select few and the rest of us. Too often we were left in the dark."*

*"There was a lack of man-management in the SNCO and officer bracket."*

*"I found that persons in positions of responsibility were unprofessional and lacked consistency in decision making."*

*"The boss doesn't appear to appreciate what the band has done for him."*

Stayers:

*"We need to be told more about what is going on. We [junior ranks] are not told about things which we think concern the band in a major way."*

*"SNCO's should be informed directly from the MD rather than through the grapevine which often happens."*

*"There's not enough support and communication on tour. Sometimes people [bandmembers] haven't got a clue what we're doing, and need help."*

*"There's adequate opportunity to talk to the MD, but he doesn't hear."*

The present MD advises that his "*door is always open*" for bandmembers to discuss their work-related or personal concerns with him. However comments from members indicated that little is to be gained by discussing problems with the MD because he will not adequately address the issue of concern.

A triangle of decision makers exists at the top of the band's hierarchy. It comprises the MD, the BM and the SNCO's. The MD may issue one directive to SNCO's while the BM issues an alternative directive, or the SNCO's may decide on a course of action without consultation with the MD. The information that filters down through the ranks is therefore often unclear and conflicting.

Similarly, the MD may direct a junior ranked member to perform a task which conflicts with an order from a SNCO.

Conflicting communications at the top inevitably undermine the organisation of the unit at the lower levels.

#### 5.6.8 Participation and Control (Items C.23,24,25,31)

Bandpersons are encouraged to make suggestions for new acts and musical items appropriate for use in concerts. These suggestions are put to the organising committee which forwards promising ideas to the MD who decides what ideas are suitable for concerts.

As soldiers, bandmembers are entitled to the opportunity to gain experience in other areas of the Army, but time pressure restricts what other activities or courses they can participate in.

Over half the subjects in both groups did not believe that they had adequate opportunity to make suggestions, or that they had adequate opportunity to improve themselves musically. Neither group believed that they had adequate opportunity to gain other army-related skills, with 36.7% of Stayers strongly disagreeing with the positively keyed

statement.

Table 5.6.8

Agreement/Disagreement with participation and control statements

STATEMENT	Agreement	LEAVERS		STAYERS	
		f	%	f	%
I had adequate opportunity to make suggestions	Disagree	33	50.8 (20.0)	27	55.1 (20.4)
	Neutral	4	6.1	5	10.2
	Agree	28	43.1 (4.6)	17	34.7 (2.0)
I had adequate opportunity to gain other army-related skills	Disagree	47	72.3	39	79.6 (36.7)
	Neutral	10	15.4	5	10.2
	Agree	8	12.3	5	10.2
There was NOT adequate opportunity to improve myself musically	Disagree	17	26.2 (4.6)	15	30.6 (10.2)
	Neutral	12	18.4	6	12.3
	Agree	36	55.4 (23.1)	28	57.1 (22.4)
I did NOT have adequate control over my job	Disagree	18	27.7 (1.5)	22	44.9 (6.1)
	Neutral	8	12.3	14	28.6
	Agree	39	60.0 (12.3)	13	26.5 (6.1)

The degree of control members perceived themselves having was associated with a lack of opportunity to participate in suggestion making (Leavers tau = .41,  $p < .001$ ; Stayers tau = .20,  $p < .05$ ), and the lack of opportunity to learn other Army skills (Leavers tau = .28,  $p < .002$ ). For Leavers agreement with the level of participation increased with rank (tau = .27,  $p < .005$ ). Insufficient opportunities to make suggestions and to discuss matters with the MD were associated issues (Leavers tau = .35,  $p < .001$ ; Stayers tau = .29,  $p < .006$ ). Leavers who did not have adequate opportunity to improve musically also did not have enough time to prepare for performances (tau = .25,  $p < .007$ ).

The perceived control over one's job did not increase with rank; 81% (n = 12) of past SNCO's did not believe that they had enough

control. Overall, Stayers perceived themselves as having more control than did Leavers ( $\chi^2(2) = 13.04, p < .005$ ).

Leavers:

"I was invited to join the programming committee, but I was the token young person and was supposed to agree with them and not say anything."

"The MD rarely supported any suggestions made by individuals or the committee."

"There were courses available to the band, but we weren't told about them."

"We're not supposed to have control - that's the Army way. But it doesn't work in an outfit such as the band."

Stayers:

"There should be more discussion and input by other members. Everyone has something to offer."

"We can make suggestions, but they are usually ignored or put down."

"I always feel intimidated about having my say because of the rank structure and the inability to defend myself from abuse by the MD or SNCO's."

"I joined to improve my musical abilities - this has not occurred."

"Not enough time is given to practical tutoring which is 90% of the job. Some players we are now receiving are below standard and they are not getting the time to practise the basics of brass playing. Over the last 18 months the emphasis has been on getting the

*numbers up to the required strength, which has meant accepting lesser players which brings the standard down."*

These comments suggest that although the opportunity to make suggestions was there, bandmembers did not feel that they were receiving a fair hearing from SNCO's or the MD.

The band currently comprises more lower grade (C and D grade) players than have left the band in the past 10 years. Fifty-nine percent of members are 25 years of age or younger, and 57% have served for less than five years (see appendix I). The relative youth and inexperience of members underlines the desirability of programmes of practical tuition, to develop the potential of the members. Accordingly, sufficient time must be allocated to the training of players. Although the School of Music exists for this purpose the tutors are themselves bandmembers, coping with the same time and workload pressures as the rest of the band.

#### 5.6.9 Health and Stress effects (Items C.12,13,14)

Table 5.6.9 shows that both subject groups expressed similar levels of agreement with the statements made.

For Leavers, the bad effects on physical and mental health were related to not having enough time to prepare for performances ( $\tau = .31$ ,  $p < .001$  and  $\tau = .36$ ,  $p < .001$  respectively) and an unacceptable workload on tour ( $\tau = .44$ ,  $p < .001$  and  $\tau = .28$ ,  $p < .004$ ). The effect of the workload on members' musical performance was also associated with physical health (Leavers  $\tau = .47$ ,  $p < .001$ ; Stayers  $\tau = .21$ ,  $p < .02$ ) and mental health (Leavers  $\tau = .26$ ,  $p < .006$ ; Stayers  $\tau = .23$ ,  $p < .01$ ).

Table 5.6.9

Agreement/Disagreement with health and stress statements

STATEMENT	Agreement	LEAVERS		STAYERS	
		f	%	f	%
The job sometimes had a bad effect on my physical health	Disagree	40	61.5 (10.8)	28	57.1 (10.2)
	Neutral	6	9.2	8	16.3
	Agree	19	29.3 (3.1)	13	26.6 (4.1)
The job sometimes had a bad effect on my mental/emotional health	Disagree	24	36.9 (6.2)	13	26.6 (8.2)
	Neutral	5	7.7	7	14.2
	Agree	36	55.4 (10.8)	29	59.2 (14.3)
The job did NOT make stressful demands on family life	Disagree	40	61.5 (21.5)	31	63.3 (38.8)
	Neutral	15	23.1	12	24.4
	Agree	10	15.4 (3.1)	6	12.3 (8.2)

A bad effect on physical health was associated with unnecessary tours ( $\tau = .30$ ,  $p < .002$ ) and too many tours ( $\tau = .35$ ,  $p < .001$ ) for Leavers. Stress on family life was also related to the frequency of touring (Leavers  $\tau = .20$ ,  $p < .02$ ; Stayers  $\tau = .25$ ,  $p < .01$ ). Married men were affected the most; 68% ( $n = 30$ ) of married Leavers and 87% ( $n = 20$ ) of married Stayers believed the job to be stressful on family life.

The detrimental effect on mental health increased with length of service (Leavers  $\tau = .19$ ,  $p < .03$ ; Stayers  $\tau = .21$ ,  $p < .04$ ) and rank (Leavers  $\tau = .33$ ,  $p < .01$ ; Stayers  $\tau = .20$ ,  $p < .04$ ). Mental health was related to problems such as receiving conflicting orders (Leavers  $\tau = .31$ ,  $p < .002$ ; Stayers  $\tau = .32$ ,  $p < .001$ ), not being told enough information (Leavers  $\tau = .31$ ,  $p < .002$ ; Stayers  $\tau = .32$ ,  $p < .001$ ), and a perceived lack of control over one's job (Leavers  $\tau = .27$ ,  $p < .004$ ; Stayers  $\tau = .27$ ,  $p < .01$ ).

Leavers:

"The development of the band has meant hauling tonnes [approximately five tonnes] of gear which has to be repeatedly unpacked, set-up and repacked. The continual travelling, performing and lugging gear often becomes physically exhausting."

"Its hard on families. Mum has to be chief cook, woodchopper, disciplinarian and surrogate father for much of the year. Its also difficult to plan a normal family life."

Stayers:

"The main stress on families is when the band tours."

"Touring is tough on personal relationships, and especially for married people."

"More consideration should be given to wives and families."

Family life and personal relationships were affected most by the band's absence when on tour, which disrupted the flow of normal family activities and interfered with personal arrangements.

Members' positions within the band largely determined the impact of mental stressors on their mental/emotional health.

Physical health was affected mainly by touring, that is, long hours travelling, late nights performing, and continually handling tonnes of equipment. Back problems are common in bass players from carrying their heavy instruments on the march, over a period of time.

In 1983 Dr. Foo Suree Cheng and associates from the University of Singapore wrote the "Report on the noise exposure survey on the members of the New Zealand Forces Band". Dr Foo measured the noise



levels in the bandroom from points where individual members of the band were sitting, during a typical rehearsal. The sound levels varied between 96dB and 107dB, with an average rating of 100dB. A similar study conducted by the DSIR on the NZAB in 1978 revealed that noise levels reached as high as 110dB.

Noise of sufficient intensity and duration can permanently damage the inner ear, with resulting permanent hearing losses that can range from slight impairment to nearly total deafness (Moore, 1977). Harris (1972) cited by Moore (1977) comments in a review on the effects of exposure to environmental noise of various kinds, including rock bands, that if the amplification/reverberation condition reaches 110dB, a sizeable fraction of persons would be adversely affected, probably permanently.

Some bandmembers have been medically downgraded by the Army for hearing loss (figures unavailable) and are therefore eligible for a hearing disability pension when they leave the Army. Other members whose hearing is within the normal range according to the Army auditory tests, claim to have hearing difficulties particularly within the range of speech.

#### 5.6.10 The type of music played (Item C.32)

With the increased demand for variety in concert performances and the introduction of electronic instruments into the band, the style of music being played has moved away from the more traditional brass-band orientated items. However a certain level of brass-band music in rehearsal is necessary for the development of musical competence over the range of brass instruments which are played in the band, and also in order to instill the basic fundamentals of playing together as a group with musical expertise. Such skills are essential before a band

can attempt to play other styles (such as big band, swing) with any degree of proficiency.

Table 5.6.10

Agreement/Disagreement with music type statement

STATEMENT	Agreement	LEAVERS		STAYERS	
		f	%	f	%
The band should have rehearsed more brass-band music	Disagree	17	26.2 (7.7)	32	65.3 (32.7)
	Neutral	15	23.0	9	18.4
	Agree	33	50.8 (21.5)	8	16.3 (4.1)

Fifty-one percent of Leavers thought that more brass-band music should have been rehearsed (21.5% strongly agreed), while 65.3% of Stayers disagreed (32.7% strongly disagreed). The overall difference in opinion between Leavers and Stayers was significant ( $\chi^2(2) = 19.81$ ,  $p > .001$ ).

Older Leavers were more likely to agree that more brass-band music should have been rehearsed ( $\tau = .18$ ,  $p < .04$ ).

Leavers:

*"Not enough effort was given to the basics of brass playing."*

*"There was no-one competent with enough knowledge to teach the band the rudiments required for other styles of music."*

*"As the older experienced brass-type players left, the overall standard of playing fell."*

Stayers:

*".... there is too much straight brass-band music played. I would stay in if they used more styles" [of*

music]

*"The band is being 'left in the dust' - we've got to play modern music."*

*"I don't know where we're going - the band seems to have lost its sense of direction."*

The above comments illustrate how the bandmembers' perceptions of what the band should be playing has changed.

Apart from military requirements, the type of music to be played depends on the audience to be reached. Whatever styles are adopted, a sound background in brass-playing is still essential. The direction in which the band develops musically will determine the type of musicians that are recruited, and ultimately their retention.

#### 5.6.11 Compulsory retirement (Item C.33)

The criteria for retirement from the Army for non-commissioned personnel is completion of 20 years service or reaching age 45 years, although staff sergeants and warrant officers may remain until age 50 years.

The benefits to be gained on retirement concern the Army pension, which may be received in three different ways. It may be taken as a lump sum payment equivalent to the amount that would be received over the period from retirement to reaching age 60 years, as a regular pension payment until age 60 years, or as a smaller lump sum with the remainder received as regular pension payments (Personnel Branch, 3 Task Force, Christchurch). Members who leave before reaching the retirement criteria receive the sum that they have paid into superannuation plus interest.

The present age and length of service limits for retirement mean that bandpersons who do not join at a relatively young age cannot

complete 20 years service and receive the benefits associated with this. It is preferable for these members to leave before they reach the age limit, to establish themselves in other employment. This discourages older (and often more capable) players from joining, and means a loss of valuable experienced players who still would have had much to offer, when they leave.

Table 5.6.11

Agreement/Disagreement with compulsory retirement statement

STATEMENT	Agreement	LEAVERS		STAYERS	
		f	%	f	%
The compulsory retire- ment limits should NOT be raised	Disagree	25	38.5 (10.8)	11	22.4 (8.2)
	Neutral	17	26.1	13	26.6
	Agree	23	35.4 (4.6)	25	51.0 (12.2)

Table 5.6.11 shows that 35.4% of Leavers and 51.0% of Stayers did not think that the conditions for retirement should be changed. The main comment from both groups was that the retention of members who met the present criteria for retirement would create a greater promotional bottleneck than already exists.

5.6.12 The Band within the Army system (Items C 34, 35, 36, 37)

Table 5.6.12 indicates that both subject groups favoured the formation of a separate corps for the band and believed that this would permit the band to function more effectively. Both groups also believed that the Army sometimes made unreasonable performance demands on the band. A strong positive relationship exists between agreement with this statement and the belief that some tours were unnecessary (Leavers tau = .32,  $p < .002$ ; Stayers tau = .52,  $p < .001$ ). Although 53.8%

of Leavers did not think that the Army appreciated what the band did, the overall agreement with the statement was greater than that for Stayers ( $\chi^2(2) = 9.1, p < .05$ ).

Table 5.6.12

Agreement/Disagreement with Army-related statements

STATEMENT	Agreement	LEAVERS		STAYERS	
		f	%	f	%
The band should have had its own corps	Disagree	5	7.7 (1.5)	4	8.2
	Neutral	5	7.7	5	10.2
	Agree	55	84.6 (49.2)	40	81.6 (61.2)
If the band was a corps, it would function more effectively	Disagree	4	6.2	4	8.2
	Neutral	10	15.4	4	8.2
	Agree	51	78.4 (44.6)	41	83.6 (63.3)
The Army sometimes made unreasonable performance demands on the band	Disagree	6	9.2	4	8.2
	Neutral	3	4.6	7	14.3
	Agree	56	86.2 (50.8)	38	77.5 (36.7)
The Army appreciated what the band did	Disagree	35	53.8 (21.5)	30	61.2 (22.4)
	Neutral	4	6.2	10	20.4
	Agree	26	40.0 (6.2)	9	18.4

Leavers:

"The band lacks identity."

"Problems are created when Infantry hierarchy make musical decisions, such as who to send on a Bandmasters course."

"The treatment of the unit [band] as a whole by the Army made it difficult to get on, both musically and in promotion."

"The Army should relax its fitness demands - when I left it was more important to be able to pass an RFL

[required fitness level] than to play your instrument well."

"They [the bandmembers] used to be called *Bludgers* - now they're *Prima Donnas*."

Stayers:

"Give us a break - let us have our own corps, increase prospects of promotion, and be our own unit."

"We always seem to be worked to the limits. Doesn't the Army know that quality is better than quantity."

"We would like to be treated with a little respect."

"The hierarchy at Land Force Command doesn't understand what is involved in the band's job."

"The Army doesn't realise that being a musician is a skilled trade. There is no incentive to excell."

"They [Army] say we're not real soldiers - we didn't join to be soldiers. We're musicians."

The comments above raise several issues.

While there is no question that bandmembers should maintain an appropriate level of fitness, it is debateable whether or not the RFL requirements should be strictly adhered to for the band. To be able to play through a comprehensive 10 minute marching display requires a level of fitness that is not comparable to completing x number of pushups in an RFL. The essential physical attributes required of infantry soldiers is of little advantage on the concert stage.

If bandpersons are not '*real soldiers*', then it must be argued that they are specialists in their field. A 20 year old new recruit may have already served a 10 year musical apprenticeship in civilian life and comes to the band with a certain level of musical expertise.

Bandmembers feel that the Army does not appreciate how a brass band functions, and therefore is not aware of the extent of the demands that it sometimes places upon the band.

#### 5.6.13 Summary

The results of this section on attitudinal data indicate a number of points which are of potential significance for the management of the band.

- Interviews prior to bandpersons joining are inadequate.
- The criteria for promotion and the lack of promotional opportunities must be addressed.
- The necessity of some tours, and touring allowances require examination.
- Either there is not enough time allowed for the preparation of performances, or the time available is not being utilised efficiently.
- The communication line of command is confused, and lower ranks are not receiving information that they consider should be reaching them.
- There is a lack of opportunity to improve musical skills, and to gain other Army-related skills.
- The combination of different problems is manifesting itself in the health of individuals and their families' wellbeing.
- The type of music to be played should be reassessed in relation to the image that the band wishes to portray.
- The formation of a Band Corps should be strongly considered.
- The Army's perception of the band and the band's requirements needs to change.

Past bandmembers were asked if their views about the band had changed since they had left the band. Eighty percent (n = 52) said NO, 15.4% (n = 10) did not answer the question, and 4.6% (n = 3) said YES. The respondents who answered in the affirmative gave the following reasons:

*"I now realise that it's [band] worse than I thought it was when I left."*

*"Compared to the rest of the Army it's not as bad as we think."* [This person remained in the Army system.]

*"Compared to the Navy, it's much better organised and more efficient."* [This person joined the Navy Band.]

For most Leavers, time outside the band appeared to have reinforced their attitudes they reported as having at the time of leaving.

## 5.7 NEW ZEALAND ARMY BAND TURNOVER FIGURES

Eighty members left the NZAB from June 1978 to June 1988, an average annual turnover rate of 23.5%. This calculation is based on a manning establishment figure of 34 bandmembers, although in some years the band has been understrength. The NZAB manning figure was employed in the calculation because under normal circumstances bandmembers leave the NZAB rather than the 1 RNZIR Band. Hence it is the Burnham based band that is affected by attrition.

One non-respondent left after serving 20 years; all other non-respondents had left voluntarily. Overall, eight members retired and four were dismissed. Two members rejoined and left during the study period. The figure for voluntary separations is therefore 70, a 20.6% turnover rate.



Table 5.7.1 pinpoints in which years members left the NZAB. The two highest leaving rates were experienced in 1982 and 1987, and all members who left during those years were voluntary Leavers.

From the mid 1970's the NZAB progressed into the public eye very rapidly, with an emphasis on creating a public image, an overemphasis on the use of electronic instruments, and musical quality appeared to become a secondary concern.

Table 5.7.1

Separations from the Army Band from June 1978 to June 1988 (N = 80)

YEAR	NO. OF SEPARATIONS	% <sup>1</sup>
1978 June to December	1	2.9
1979	6	17.6
1980	4	11.8
1981	9	26.5
1982	15	44.1
1983	4	11.8
1984	9	26.5
1985	8	23.5
1986	9	26.5
1987	13	38.2
1988 January to June	2	5.9

<sup>1</sup> Percentage of the manning establishment figure (34).

Leaver:

*"Presentation became paramount over the quality of music, and for the average bandsman the level of job satisfaction declined."*

The band history books record details of the band engagements during the year. They reveal that the band workload both touring and locally was particularly heavy from 1980 through to 1983, and the 44.1%

Turnover figure for 1982 may be a reflection of this.

The 1980 to 1982 period was also the final years of service for the former MD.

*"The [former] boss accepted too many jobs, we became a glorified ball band, playing for balls all over the country."*

*"He [former MD] thrashed the band to death. He exited in a blaze of glory, at the band's expense."*

The present MD was commissioned in 1980 but did not assume full duties as MD of the NZAB until 1982. He inherited an understrength band of men who were physically and mentally worn out. Nevertheless he was still committed to honour engagements accepted by the former MD.

*"By the time the new boss took over we were exhausted. Morale was zilch. We hung in there out of sheer loyalty and to give the new boss a chance, but for some it was just too much - including me eventually."*

The current MD has been influential in reducing the workload and tour frequency over the last two years, and tables 5.6.5 and 5.6.6 indicated that the present workload and touring commitments are acceptable to the majority of current bandmembers.

## 5.8 PROFILE OF BANDPERSONS WHEN THEY LEFT THE ARMY BAND

Tables 5.8.1, 5.8.2 and 5.8.3 show that over the 10 year period examined 20 Leavers completed over 10 years service and 15 reached SNCO status, out of a unit numbering approximately 55 persons (combined 1 RNZIR Band and NZAB). Although 27 members were over 35 years of age when they left, only seven left after reaching age for rank or because they had completed 20 years service. Four of these Leavers would have

accepted an extension of service if it had been offered.

Table 5.8.1 (Item D.2)

Age of bandpersons when they left the Army Band (n = 65)

AGE	f	%
20 years or less	3	4.6
21-25 years	15	23.1
26-30 years	14	21.6
31-35 years	6	9.2
Over 35 years	27	41.5

Table 5.8.2 (Item D.3)

Rank of bandpersons when they left the Army Band (n = 65)

RANK	f	%
Private	31	47.7
JNCO	19	29.2
SNCO	15	23.1

Table 5.8.3 (Item D.5)

Length of service of bandpersons when they left the Army Band (n = 65)

LENGTH OF SERVICE	f	%
5 years or less	29	44.6
6-10 years	16	24.6
11-15 years	10	15.4
16-20 years	6	9.2
Over 20 years	4	6.2

The remainder of past bandmembers left voluntarily (N = 58). Sixty-five percent (n = 38) decided that they had to leave whether or not they had alternative employment organised, and 26% (n = 15) of Leavers did not find a new position after leaving the band.

Seventy-four percent (n = 43) of voluntary Leavers found another job; 34% (n = 20) found a new position and then left the band, while 40% (n = 23) left the band and then sought other employment.

The new occupational classes of past bandmembers were grouped by the researcher into categories appropriate for the data collected.

Table 5.8.4 (Item D.15,18)

New occupational class of Leavers (n = 43)

OCCUPATIONAL CLASS	f	%
Trade	6	13.9
Sales/Service Industry	7	16.3
Other forces (RNZAF, RNZN, Police)	8	18.6
Professional/Managerial	5	11.6
Other (self employed, manual labour)	3	7.0
NZ Army	14	32.6

Table 5.8.4 indicates that 13.9% of Leavers found a job classified as a trade, and 51.2% of Leavers who found new jobs remained within the military or allied forces. A comparison with the occupational classes of Leavers before they joined the band (see table 5.4.2) shows that 36.9% of Leavers had previously been employed in a trade, and 6.2% of Leavers had been in the military. Other new occupational classes showed percentages similar to those for the former occupational groups.

Leavers who transferred within the Army system covered a wide range of new roles; medics, storemen, clerks, an engineer, a cadre NCO, an area Warrant Officer. The large lump sum pension payment that may be claimed on completion of 20 years service was available when four members left. Three of these men said that it influenced their decision to stay within the Army system, as they had less than four

years to serve to complete 20 years of service.

## 5.9 REASONS FOR LEAVING THE ARMY BAND

Many of the reasons for leaving the band are related to each other. The job not turning out to be what was expected is associated with having no foreseeable future in the band ( $\tau = .41$ ,  $p < .001$ ), the lack of opportunity to improve one's musical ability ( $\tau = .23$ ,  $p < .01$ ), musical dissatisfaction ( $\tau = .28$ ,  $p < .005$ ) and dissatisfaction with doing the same job all the time ( $\tau = .34$ ,  $p < .001$ ).

A lack of opportunity to use one's musical ability is associated with musical dissatisfaction ( $\tau = .40$ ,  $p < .001$ ), not receiving adequate musical training ( $\tau = .38$ ,  $p < .001$ ), being unable to get on with the MD ( $\tau = .40$ ,  $p < .001$ ), and dislike of the type of music being played ( $\tau = .33$ ,  $p < .001$ ).

Dissatisfaction with the type of music being played is strongly associated with personal musical dissatisfaction ( $\tau = .40$ ,  $p < .001$ ) and the excessive use of electronic instruments in the band ( $\tau = .48$ ,  $p < .001$ ).

Older and longer serving members were more likely to be dissatisfied by the type of music being played, although these relationships were not significant ( $\tau = .15$ ,  $p < .08$  for both variables). The relationship between age and excessive use of electronics was not significant ( $\tau = .17$ ,  $p < .06$ ), but comments indicated that it was the uncontrolled volume of the electronic instruments that some members could not tolerate, and influenced their decision to leave.

A relationship exists between one's lack of mental/emotional wellbeing and a lack of musical satisfaction ( $\tau = .31$ ,  $p < .002$ ), the

presence of maintaining a constant high standard of performance ( $\tau = .41$ ,  $p < .001$ ), a heavy tour workload ( $\tau = .35$ ,  $p < .001$ ), and difficulties in coping with service life ( $\tau = .34$ ,  $p < .001$ ).

Table 5.9.1

The main reasons why bandpersons left the Army Band

(Voluntary Leavers,  $N = 58$ ).

Reason	Agreement	f	%	
I could not see a worthwhile future for myself	Disagree	10	17.2	(3.4)
	Neutral	5	8.6	
	Agree	43	74.2	(36.2)
Touring placed stress on my family, or personal relationships	Disagree	16	27.6	(3.4)
	Neutral	7	12.1	
	Agree	35	60.3	(22.4)
Sometimes service life was difficult to cope with	Disagree	18	31.0	(5.2)
	Neutral	7	12.1	
	Agree	33	56.9	(12.1)
I did not receive promotion when it was due to me	Disagree	15	25.9	(5.2)
	Neutral	16	27.5	
	Agree	27	46.6	(22.4)
My mental/emotional wellbeing was suffering	Disagree	24	41.4	(12.1)
	Neutral	7	12.0	
	Agree	27	46.6	(15.5)
The job did not turn out to be what I expected it to be	Disagree	23	39.6	(8.6)
	Neutral	9	15.6	
	Agree	26	44.8	(12.1)
I did not get the opportunity to use my musical ability to the extent that I wished to	Disagree	21	36.2	(6.9)
	Neutral	11	19.0	
	Agree	26	44.8	(15.5)
I was not receiving any musical satisfaction from playing in Band	Disagree	25	43.1	(3.4)
	Neutral	7	12.1	
	Agree	26	44.8	(19.0)
I was dissatisfied with doing the same job all the time	Disagree	26	44.8	(5.2)
	Neutral	7	12.1	
	Agree	25	43.1	(15.5)
I was unable to get on with the MD	Disagree	20	34.5	(10.3)
	Neutral	15	25.8	
	Agree	23	39.7	(17.2)

Other reasons for leaving appear in Appendix I.

Table 5.9.1 shows that the most commonly rated reason for leaving was because bandmembers could not see a worthwhile future for themselves in the band.

The stress on family life and personal relationships as a consequence of touring was the second most common reason rated for leaving, although the lifestyle (touring) was the second most common reason for members to join.

Almost half (46.6%) of past members acknowledged that a reason for leaving was because they did not receive a promotion when they felt it was due to them, and this is associated with the belief that there were not adequate opportunities for promotion ( $\tau = .42$ ,  $p < .001$ ).

The job not turning out to be what was expected was related to not being told all the job requirements before joining ( $\tau = .35$ ,  $p < .001$ ).

There was no relationship between the main reason for joining the band (for a career in music), and the main reason for leaving (no future in the band). It is possible that respondents interpreted 'career' as meaning simply a job, rather than a job with some degree of worthwhile prospects for the future.

Of the 46.6% ( $n = 27$ ) of Leavers who felt that their mental/emotional wellbeing had suffered while they were in the band, 25 members indicated that their mental wellbeing improved when they left, and 19 said that it improved a lot. The two members who believed that their mental wellbeing became worse after they left the band had held the same demanding position of responsibility for over six years without receiving recognition for effort (via promotion), and both remained in the Army system to complete 20 years service.

Seventy-four percent of voluntary Leavers gave other reasons for leaving the band.

Table 5.9.2

Other reasons given for leaving the Army Band (n = 43)

Reason	f	%
Dissatisfaction with the MD, plus other reasons such as lack of promotion, disorganisation of the unit	9	15.5
Personal reasons (religious, family commitments, health problems, for overseas travel)	9	15.5
General disorganisation of the unit, unfairness and victimisation (of junior ranks)	7	12.1
Lack of promotion plus lack of job satisfaction/no incentive to work for goals, no increase in job skills	7	12.1
Dissatisfaction with the MD as sole reason	5	8.6
To get a career with prospects, qualifications in a job	4	6.8
The restrictiveness of Army life (e.g. being unable to rely on free time for developing outside interests)	2	3.4

Table 5.9.2 reveals that 24.1% (n = 14) of Leavers left solely or partly because of dissatisfaction with the MD. A lack of promotion or future prospects in the Band represented 34.4% (n = 20) of reasons given, and disorganisation of the unit was referred to by 27.6% (n = 16) in combination with other reasons. Lack of promotion, job satisfaction, and the restrictiveness of Army life overlap with reasons already stated in table 5.9.1. Personal reasons constituted 15.5% (n = 9) of reasons given for leaving the band.



In summary, the main reasons that past members left the band related to musical and promotional aspects of job dissatisfaction, and stress effects on individuals and/or their families. One respondent summed up the situation succinctly:

Leaver:

*"People seldom leave for just one reason. It's usually a combination of different things that niggle and niggle at you. The years go by and nothing improves, and then one day you decide - I've had enough, I've got to go."*

Personal reasons and the restrictiveness of Army life are causes of attrition largely beyond the control of the Army. Nevertheless it should be within the power of the Army system to address the other factors leading to dissatisfaction, with a view to alleviating the problem areas as indicated by this study.

#### 5.10 FORMER ARMY BANDMEMBERS IN THE ROYAL NEW ZEALAND NAVY BAND

The following points were made by five former Army bandmembers as reasons why they chose to join the RNZNB, and in what way being in the RNZNB is more satisfying as a job.

*"Everyone has an input, juniors are encouraged to be involved in musical programming."*

*"Because the Navy Band has not sought as high a profile as the NZAB there is not the pressure of performing in order to appeal to the general public. As a result the bandmembers have a greater opportunity to perform music they prefer to play. This has led to a greater musical satisfaction and retention of*

personnel."

"The Navy Band embodies a woodwind section which allows greater flexibility in the styles of music that can be played, something that the brass combination of the NZAB cannot achieve. This also adds to the musical satisfaction of members."

"Fewer hours are worked and there is more time for individual practice, with greater learning opportunities."

"The Navy Band tours less frequently than the NZAB."

"Musical qualifications gained are recognised by the Navy whereas the Army does not acknowledge qualifications such as FTCL, LTCL and LRSM."

"The promotional system is faster with more realistic promotional opportunities, and promotion is on merit."

In brief, the RNZNB did not appear to have the same areas of dissatisfaction as the NZAB concerning the promotion system, touring, time pressures, opportunities for musical improvement, involvement in decision making, and the styles of music that can be played.

The criticisms mentioned related to a disorganisation of work time and dissatisfaction with the MD.

It should be noted however that these are the comments of five Navy bandmembers only, and may not be representative of all Navy bandmembers. Since this survey was conducted a further two past members of the NZAB have joined the RNZNB.

# 5.11 CURRENT BANDPERSONS' INTENTIONS TO LEAVE THE ARMY BAND WITHIN THE NEXT TWO YEARS

Table 5.11.1 shows that 89.8% (n = 44) of current bandpersons have thought about leaving the band at some time.

Table 5.11.1 (Item D.6)

How often current bandpersons think about leaving the Army Band (N = 49)

How often	f	%
Never	5	10.2
Not often	18	36.7
Quite often	19	38.8
A lot	7	14.3

Table 5.11.2 (Item D.7)

Intention of current bandpersons to leave the Army Band within the next two years

Intention	f	%
Yes - definitely	12	24.5
Yes - possibly	14	28.6
No, don't know	23	46.9

Table 5.11.2 reveals that 53.1% (n = 26) of current bandpersons either possibly or definitely intend to leave the band within the next two years. One respondent will be leaving after completing over 20 years service, but would consider accepting an extension of service if it was offered. All other leavers will be voluntary. However, for the 1 RNZIR Band leaving is a decision that

will need to be reassessed on return to New Zealand.

At time of writing, seven of the 18 1 RNZIR Band members will definitely not be returning to the NZAB. Three NZAB members have left since July 1988, and two have given formal notification that they will be leaving in 1989.

Table 5.11.3

Reasons for intention to leave the Army Band (Voluntary Leavers, N = 25)

Reason	f	%
Lack of promotion, plus lack of job satisfaction/no incentive to work for goals/no increase in job skills	7	28.0
Personal reasons (family commitments, overseas travel, to take up a terminal posting)	5	20.0
To get a career with prospects, qualifications in a job	4	16.0
Dissatisfaction with the MD, plus other such as lack of promotion, disorganisation of the unit	4	16.0
Dissatisfaction with the MD as sole reason	3	12.0
General disorganisation of the unit, unfairness and victimisation (of junior ranks)	2	8.0

Table 5.11.3 shows that the current members who may leave the band will be leaving for similar reasons as those reported by past bandmembers. These reasons are:

- (i) dissatisfaction with the job itself.
- (ii) dissatisfaction with career prospects.
- (iii) dissatisfaction with the Musical Director.

A discriminant function analysis was carried out to discriminate between current bandmembers who intended to leave the band within the next two years, and those who intended to stay or didn't know.

Initially 12 predictors were selected from the variables in section C of the questionnaire, for inclusion in the analysis. Five variables showed some relationship with subjects' intention to leave. They were the type of music played, family/personal stress, tour workload, tour frequency, and promotional opportunity. However, only the variable concerning music type (*the band should rehearse more brass-band music*) made a significant contribution to the prediction of intention to leave/stay, correctly classifying 59.18% of subjects into the group to which they belonged.

Table 5.11.4

Response to music-type statement as predictor of intention to leave/stay

ACTUAL GROUP	NO. OF CASES	PREDICTED GROUP MEMBERSHIP	
		1	2
Intend to leave (1)	26	19 73.1%	7 26.9%
Intend to stay or don't know (2)	23	13 56.5%	10 43.5%

Percent of 'grouped' cases correctly classified = 59.18%

Eigenvalue	0.03061
Wilks' lambda	0.9702947
Canonical correlation	0.1723522
Standardised canonical discriminant function coefficient	1.00000

## 5.12 FREE COMMENTS FROM RESPONDENTS

The final section of both questionnaires requested suggestions for alleviating the main problems that bandmembers face.

Subject groups commented on similar issues, which have already been referred to in the results. However 74% (n = 48) of Leavers and 86% (n = 35) of Stayers addressed a specific issue not raised in the questionnaire. This is the difficulties that arise from having, in essence, two Musical Directors.

The Bandmaster rehearses the band to an acceptable concert standard. Prior to performances the MD who will conduct the performance, rehearses with the band. This has always been the case and has never been entirely satisfactory. The present MD may change the interpretation of the music, or the selection of music to be played during this brief rehearsal period. Such changes close to a performance are particularly unsettling to the players and undermines their confidence. The problem is compounded by what members perceive as the lack of conducting ability by the present MD when in front of the band both in rehearsal and in concert. This situation creates tension and ill-feeling among the players, adding to the pressures of performing.

Leaver:

*"We were busy worrying about what the Boss was going to do, instead of concentrating on what we were playing."*

Respondents spoke strongly of their concern in this matter, and indicated that this situation was a major contributor to their overall dissatisfaction with their job in the band.

The Royal New Zealand Air Force Bands (RNZAF) are all territorial units. Each Base Band is trained and conducted by the Base BM. The MD of the RNZAF Bands is based in Wellington where he trains and conducts the Central Band of the RNZAF. The MD and two Base BM's are former Army bandsmen.

The RNZNB is a regular force unit, with the same BM/MD combination as the NZAB. The current BM is also a former Army bandmember. Comments from Navy bandsmen expressed dissatisfaction with the MD, with specific reference to clashes of opinion concerning what type of music the band should play. The MD is British from a Royal Marines background, and his ideas do not appear to be compatible with the type of work that the RNZNB carries out. As the respondents were not requested to comment on areas of dissatisfaction in the band, the problems mentioned (dissatisfaction with the MD, disorganisation of the unit) are likely to be those most salient to members.

Suggestions for improvements varied, but most involved some type of restructuring of the band and/or systems within the band (such as the system of promotion).

## CHAPTER 6

### DISCUSSION

#### 6.1 INTRODUCTION

In this chapter the results of the research are discussed within sections that concern related issues. The results are reviewed from the perspective of the researcher's own experience of the functioning of brass bands (as member of RNZAF Base Wigram Band and civilian bands), and knowledge of the NZAB's modus operandi. Reference is made to relevant literature, and suggestions are offered to alleviate some of the problem areas presented.

The following sections discuss the relationship between models of turnover and this research, the cost of bandmembers leaving in monetary terms, the induction of members into the Army system, problems that derive from the band's environment, the influence of pay and promotion, and the effects of job-related stress on bandmembers. The role of the Musical Director and issues concerning the recruitment of future members are then discussed. Finally, the type of music the band plays and the future of the band are addressed, followed by an overall summation of the findings. To conclude, comments are made on this and future research.

#### 6.2 MODELS OF TURNOVER AND THIS RESEARCH

The results show some support for the variables employed in several models of turnover. With reference to the structural variables in Bluedorn's (1979) model, 60% of Leavers were dissatisfied with the degree of control that they felt themselves to have, but pay



was not found to be an important dissatisfier. Other structural influences such as centralisation (Price, 1977) provided the basis for problem areas. Bluedorn's environmental push was high, but environmental pull was low which infers that members should be less likely to leave.

Members who have left in the last five years do not support the models of March and Simon (1958), Price (1977), and Muchinsky and Morrow (1980), with regard to the influence of the state of the economy on people leaving organisations. Those who left the band and then sought other employment did not support the sequence of events in the leaving process as outlined by Mobley (1977) or Steers and Mowday (1981). Forty-four percent of Leavers agreed that a reason they left was because the job did not turn out to be what they expected, which supports the model of met expectations by Porter and Steers (1973).

Overall, Bluedorn's (1979) model for military organisations appears to receive the most support by this research, but with modifications. The impact of environmental push was supported while environmental pull did not receive support. However it is possible that while the unavailability of alternative employment did not discourage members from leaving the band, it may have influenced them to look to other areas of the military and to transfer within the Army or Armed Forces, thereby leaving the unit but not the organisation.

It is quite probable that the 'control' variable would have more impact in relation to job satisfaction in this research than in Bluedorn's, because his subjects were Army Officers who have more individual control overall than do non-commissioned members. Bluedorn's reasoning that an increase in length of service in the organisation is associated with having more power and higher pay is not

necessarily appropriate for bandmembers. The perceived levels of individual control, which moderate the perception of total organisational control, were not related to length of service or rank. Pay is determined mainly by rank, and dissatisfaction with promotional opportunities for rank was greater than dissatisfaction with pay. Bluedorn's model may have been more applicable to this research if dissatisfaction with rank and the dissatisfaction associated with differing lengths of service had been accounted for.

### 6.3 THE COST OF TURNOVER

Because this research concerns turnover in the NZAB rather than the Army as an organisation, the consequences of separations are related directly to the band. For this reason, the cost of people leaving is discussed from the perspective of the impact on organisational functioning, rather than in monetary terms. However the financial costs involved in the movement of personnel into and out of the band cannot be ignored.

The cost to the Army of preparing a soldier to the point of completion of basic training is \$5461 (Personnel Branch, 3 Task Force, Christchurch). These costs cover advertising and interviewing expenses, the administrative paperwork involved in processing a recruit into the system, outfitting the new recruit with uniforms, training, and the recruit's pay.

The cost of new bandmembers would be similar. Less expense would be involved in the band basic training, which is shorter than the Waiouru course undertaken by other recruits, and on further training in the area of the recruit's trade. On the other hand, bandmembers require two extra uniforms, the evening dress and walking out dress

(ceremonial reds). The combined price of trousers and jackets for these uniforms is currently \$579, plus \$100 for the ceremonial lanyard. Extra costs include the ceremonial cap, a bow tie, cummerbund, white shirts and extra black shoes. A member leaving incurs the administrative costs associated with a person transferring within the Army or leaving the organisation completely.

#### 6.4 INDUCTION INTO THE ARMY SYSTEM

Baker (1984) comments that many applicants to the Armed Forces have no definite long range occupational plans. Nevertheless they have probably spent considerable time thinking about jobs in general, and are clear in their desire for good pay, career security, and job variety. Many also want work that suits personal interests (such as music).

The military service is a unique institution that has many constraints on personal freedom and individual choice. Consequently not all individuals can adapt to the demands of service life. For many enlistees, this move represents the most difficult adjustment that they have had to make in their lives so far (Hoiberg & Berry, 1978). The transition from civilian to military life would be easier if they knew what to expect.

Ilgen and Seely (1974) found that accurate job information affected the decisions to join of potential West Point recruits, and that knowledge of what to expect helped to prepare them for coping with the real situation. The more realistic the interviews are, the more likely new employees are to stay once they have decided to join (Dean & Wanous, 1974; Reilly et al., 1981). It is preferable that a prospective recruit decide not to join, rather than to join and then

leave after a short period. Forty-six percent of Leavers and 63% of Stayers indicated that they were not made aware of the job requirements before they joined the band and 45% of past bandmembers said that a reason for leaving was because the job did not turn out to be what they expected it to be.

Potential bandpersons should be informed of the following information prior to enlisting.

Firstly, they need to be told what will be required of them in their roles as bandmembers and as members of the Armed Forces. Secondly, prospective recruits should be informed of the band's function both as a musical entity and as a military unit. Thirdly, a basic career plan should be mapped out for them so that they can see their future direction should they join. Finally, the advantages and disadvantages of the job should be discussed. For example, although time away from home base, that is touring, may initially be enjoyable it may become stressful over time, particularly for married personnel.

It is also essential that recruiters attempt to discover the motivation behind an application, if possible. It would not be cost efficient to enlist persons who intended to join for a brief period only (less than two years).

Wanous (1980) gives unmet expectations and failed socialisation as the main reasons for turnover early in a career. Effective socialisation means that a newcomer has an internal commitment to the organisation rather than just a compliance with organisational practices. The new recruit must internalise the values, beliefs and standards of the unit, acquiring 'esprit de corps'.

The present format is for bandpersons to complete a band basic training course run by the recruiting training wing of the Education

Corps, at Burnham Camp. There are currently 20 bandmembers who have not completed a basic course because the training wing was unable to run one due to other commitments. Although barrack living personnel are allocated a 'minder' to guide them on aspects of dress and personal conduct, it would be preferable if all new recruits were able to participate in a short course consisting of information essential for bandmembers, prior to completing their basic training. This could take the form of a brief (one day) course of instruction with the Drum Major, covering all concerns of relevance that would allow new members to move with confidence within the military environment. This would remove much of the stressful uncertainty associated with beginning any new job.

#### 6.5 THE BAND ENVIRONMENT

Climate refers to workers' perceptions of their work environment, the feeling of warmth, support and pride within the organisation. Organisational climate at the unit level may exert a major influence on the making of career decisions, such as leaving (Proctor, Lassiter & Soyars, 1976). Overall, facets such as pride, supportiveness and commitment are strong in the band, despite a perceived lack of support from the hierarchy by the junior ranks.

Morale is a complex construct that encompasses the notion of group cohesiveness, and in military organisations it has traditionally been thought of as an extremely important determinant of unit effectiveness. Morale (or esprit de corps) is greatest when bandmembers are performing music that is satisfying to them. Motowidlo and Borman's (1978) research found that ratings of morale correlated most strongly with overall satisfaction, rather than with satisfaction

with the narrower facets of Army life.

Climate may be influenced by leadership styles (Litwin & Stringer, 1968). This is particularly important considering the effect of leadership on motivation, performance and job satisfaction, and because a leader may have a strong influence over many other people in the organisation (Graen, Dansereaur & Minami, 1972). The results of this study on the NZAB revealed a high level of dissatisfaction with the MD which impinged on the overall satisfaction of bandmembers.

Structural variables also influence the climate as perceived by members. The Armed Forces are highly structured, especially with regard to standardisation (standard rules and procedures), formalisation (written instructions and procedures) and centralisation. This is a measure of the extent to which authority and power are concentrated in an organisation; high power is exercised by one person or one body of people. Characteristic of a high level of centralisation is little participation in decision making and a lack of control over one's activities, which is influenced by the degree of effective communication (Price, 1977). The more centralised and standardised an organisation is, the less flexibility, autonomy and control individuals have which affects the degree of job satisfaction experienced.

Military organisations are characterised by an explicit authoritarian hierarchical structure. Rank is always visible as part of the uniform and is constantly reinforced during personal interactions. Moreover, the structure includes two chains of command, the commissioned and the non-commissioned officers. Such a hierarchy evolved in order to meet the requirements for leadership in battle situations, but in peace-time Army settings it frequently results in a

surplus of leadership with a tendency to over-supervise the troops through the dual chain of command (Turney & Cohen, 1978).

This is in part the cause of the communication difficulties experienced by the bandmembers, via the SNCO's and MD. A greater liaison between the MD and his SNCO's, in particular the BM, would assist in overcoming many of the communication problems. This would also aid in reducing the perceived disorganisation that is the end result lower down the ranks. It is worthy of note that Brook's (1986) study of turnover in the Canterbury-Nelson-Marlborough-West Coast Army territorial force reported the main reasons for members leaving as being poor communication and passage of information, inadequate organisation, and a lack of participation by the OR's in planning activities in the unit.

It is of interest that Leavers of SNCO status did not feel that they had enough control over their job. This may also be related to inadequate communication and cooperation within the hierarchy of the band.

It is reasonable for all employees to expect a modicum of feedback, ideally in the form of a performance appraisal during the year. Members of SNCO status and corporals receive a quarterly assessment from the MD, and are given the opportunity to state their views. There is no system of feedback for lance corporals or privates. It would be preferable that the MD interview every band member on a six monthly basis, although comments indicated that discussion with the MD was not always productive.

The bureaucratic nature of the military is not conducive to effective functioning in a unit such as the band. It is important that bandmembers have a greater level of input into the organisation of the

unit. This would improve group cohesiveness through involvement, improve morale, indirectly give more control to members and thereby increase their levels of job satisfaction.

The military rules of conduct become barriers to creativity during rehearsals. Members with rank do not necessarily have the greatest knowledge of music. A private who may be more competent musically is restricted in offering valuable input with regard to musical issues because of rank status. Even the younger recruits bring with them their own experiences and should be permitted to have some input where appropriate. The conductor cannot hear everything that is happening within the band as it rehearses. It is therefore vital that the conductor is receptive to feedback from bandmembers who must be allowed to give such feedback. Performing music is an emotional experience, and to perform well players must be motivated to give their best willingly. The military method of extracting performance is an anathema in the bandroom.

#### 6.6 PAY AND PROMOTION

People work with some expectations of extrinsic rewards, and regardless of whether one believes that extrinsic rewards are inherently motivating or are only capable of dissatisfying, they still should be allocated equitably (Dormer, 1978). Inequitable reward systems can destroy one's belief in justice in the workplace, produce high levels of dissatisfaction, and promote feelings of alienation (Korman, Wittig-Berman & Lang, 1981).

The psychological consequence of pay depends to a large extent on how workers perceive the money they receive in relation to the effort that they and their fellow workers put in (Adams, 1963).



Although bandmembers view themselves as specialists in their area, comments indicated that they did not expect a specialist pay scale. However it is reasonable for them to expect acknowledgement for effort equal to that received by other members of the Army. It is perhaps an indication of the Army's indifference to the musical skills of bandmembers that it does not acknowledge higher qualifications such as LTCL. These qualifications should entitle members to pay at the Band Six level.

For bandmembers there is a trade-off of pay satisfaction for job satisfaction in performing music; motivation is largely intrinsic. Hence all issues related to a lack of musical satisfaction become important dissatisfiers which are unlikely to be adequately compensated for by an increase in extrinsic rewards. How individuals view their careers may explain the role of job satisfaction over and above the match between needs and rewards provided by the work environment (Scarpello & Campbell, 1983). Intrinsic satisfaction is most likely to be of greater importance to those members who intend to remain in the band indefinitely, as a lack of promotional opportunities has hindered the level of extrinsic rewards available.

Unlike most civilian compensation systems where marketability determines reward, remuneration in the military is essentially based on rank and seniority (Moskos, 1985). Because pay is not negotiable, members seek compensation through acknowledgement of performance via promotion. In the band, promotion is not available to all members.

A career structure should afford favourable future prospects for promotion and personal growth. All band personnel should have the opportunity of gaining a SNCO position after eight to ten years service, provided that all conditions for promotion have been met.

Recognition of superior performance (via promotion) contributes to satisfaction and intention to remain decisions for high performers (Lance, 1988). These are the players that the band needs to retain the most.

The inequity of the promotional system is emphasised when bandmembers are unable to socialise in the mess with friends who joined other units of the Army at the same time, and are now of higher rank. Non-receipt of rank over time infers that the person is not job-efficient. For bandmembers the situation is demeaning and demoralising.

The promotional structure of the band must be revised. The limit on the number of SNCO positions should be raised and/or the use of 'acting' sergeant positions employed. The use of acting rank acknowledges the wearer's worth and proffers the privileges of that rank, without costing the Army in terms of wages. The recipient would then receive substantive rank when it becomes available.

If the band was a corps, it could have its own rank structure. The Australian and German military bands have their own corps, and sergeants rank is given to members who have earned that status, regardless of how many persons that may be.

The criteria for promotion must be formalised. While it is not within the researcher's jurisdiction to suggest what the criteria should be, the requirements for promotion should be standardised and made known to all bandmembers.

## 6.7 STRESS

Research shows that work and non-work roles are mutually interdependent. Greenhaus, Bedeian and Mossholder (1987) say that any role

pressure that increases the time demands or stress within the work domain is capable of producing conflict between work and family roles. Negative emotional spillover from work (for example, career disappointments) to non-work activities can produce extensive tension and/or fatigue that ultimately intrude into the person's family life, and have a disruptive effect on one's personal sense of happiness and wellbeing.

Employees who achieve high levels of job performance in an inequitable environment (such as the band environment) are likely to perceive their success as unrewarding and meaningless; they become dissatisfied with the quality of their lives and susceptible to difficulties in dealing with their families (Greenhaus et al., 1987). Interviews revealed that this had been the case for certain past bandmembers.

Greenberger and Strasser (1980) comment that autocratic work settings discourage individual freedom and autonomy. Not only do low levels of autonomy detract from job satisfaction (Hackman & Oldham, 1976), but the absence of feelings of personal control can produce stress and depression. It is worthy of note that all except two Leavers who felt that their mental/emotional wellbeing was suffering believed that their condition improved after leaving the band. Of the two Leavers who believed their condition worsened, one sought psychological counselling for depression and stress-related difficulties.

Work-related problems can intensify when the band is on tour, because apart from working together members also eat, sleep and usually socialise as a group. Under these circumstances interpersonal tensions may become disruptive and stressful.

The levels of sound during band practice affects all band-

members. In the study by the University of Singapore, Dr Foo Suree Cheng suggested that at 107dB of sound the permissible exposure duration per eight hour day was 0.38 hour. It was recommended that the band practice for 20 minutes and rest for 200 minutes. As so little time spent in rehearsal is not practical, the alternative is to reduce the sound level.

Much of the high noise level can be attributed to the use of the electronic equipment. The sound level of the electronics is controlled by the sound engineer, usually a bandperson. Comments from Leavers indicated that the electronics were not always adequately controlled. As the electronics increased in volume, the brass players increased their volume, and so on. It was also commented that children seated in the front rows at school concerts often placed their hands over their ears to lessen the sound. The need for such a high volume of sound is questionable, and the ultimate control of sound levels lies with the person in front of the band, that is the BM or MD.

An alternative suggestion is that the working day be organised so that the band rehearsals are spread more evenly over the whole day, rather than being concentrated in the mornings as is the norm. A more structured work day may also help to alleviate the disorganisation referred to by some past and present bandmembers.

Although the volume of sound may not be offensive to many members because it is music, the fact remains that it may still be damaging their hearing abilities. For members who do find the high sound levels unpleasant, continual exposure becomes another stressor to be coped with.

Apart from aspects specific to the band, bandmembers and families must also cope with the effect of the military lifestyle on

their home-life in general. A study of New Zealand military families is currently being undertaken by Dr E.J. Hunter, and should be consulted regarding other military sources of stress. Dr Hunter is an authority on military family research, and her work in the United States Armed Forces has shown that the two foremost factors determining whether people stay with their military career or go to 'civvy street' are job satisfaction and family issues.

#### 6.8 THE ROLE OF THE MUSICAL DIRECTOR

To maintain musical stability it is preferable that the training and conducting of the band be the province of one person only, that person being the BM (appropriately ranked). This would also alleviate some of the communication and organisation problems that originate from the top hierarchy of the band.

The MD (appropriately ranked) may serve more effectively in a purely administrative role based in Defence Headquarters, Wellington. This would place a band spokesperson directly in the arena of power, bypassing the bureaucratic barriers between the band unit and Defence Headquarters.

In addition to the administration of the NZAB, this position would involve the coordination of activities of all defence bands (Army, Navy, and 11 Territorial Force bands) to gain the maximum utility of the Territorial bands where possible, thereby reducing the extent of unnecessary travelling by the NZAB. Considering the cost of transporting the truck of band equipment across Cook Strait (currently \$1467 one way), and the expense of flying bandmembers by civilian airlines which is often the case, a reduction in travelling by the NZAB would represent a substantial saving in Defence transportation

expenses.

If the present structure is retained, then the qualification requirements for the role of the future MD should be reconsidered. It is imperative that the MD has had practical experience in conducting. The present MD was commissioned from the ranks of the band. He did not have any previous conducting experience, nor had he participated in a BM's course of any kind. It must be noted that the MD's of the British military bands are graduates of the Kneller Hall School of Music, London, and have also completed a three year BM's course. All musicians in these bands have a diploma in music before they may be considered for recruitment.

It is therefore not reasonable to expect that the MD can step in front of the band to rehearse several days before a performance and that the transition will progress smoothly. If this format is to remain, then the MD will have to spend more time in the bandroom rehearsing with the band.

## 6.9 RECRUITMENT

The proficient longerserving members of the band may be considered as the glue that holds the band together when mishaps occur during performances. They have the initiative and ability to play on and 'hold the fort', providing excellent role models from whom the younger players can learn. Experience also comes from years of working within the Army system, regardless of overall ability, and is an attribute that cannot be valued in monetary terms.

Most brass players are recruited 'off the street' from civilian bands, and there is a wealth of young talent available from which the Army Band may recruit. While these players bring with them a high

degree of expertise they do not have the invaluable experience that the older competent players possess.

The Army's recruiting policy has changed over time, and this has impinged upon the quality of players available for recruitment. For example, when the Army stipulated that married men could not be recruited as privates, this severely limited the ability of the band to gain highly experienced players who would be older and therefore most likely be married. Musicians of National Band standard were rejected for this reason, and these are the musicians who may have had the most to offer the band from a musical perspective.

Because of the rank structure which inhibits the salary that can be offered new bandmembers, many of the 'better' players who may wish to join the band would face a drop in salary that could not be sustained due to financial commitments. The salary limitations plus a move away from the brass-band music has made the band less desirable as a career for many older players (that is, over 25 years old).

There is a limit to the number of persons of acceptable musical standard who apply to join the band. It is therefore essential that band recruiters have the authority to recruit relatively unrestricted by the recruiting requirements of the Army.

An alternative to the usual terms of Army employment is that persons over 30 years of age who wish to join the band be offered a five year contract on a specific salary range, unrelated to rank, renewable by agreement between both parties.

Furthermore, the age for rank retirement limitations for bandpersons under the rank of staff sergeant could be raised to age 50 years as in Australian military bands, provided health and fitness requirements are met. This would allow more members to complete 20

years service, and valuable players could be retained. Such an arrangement would be functional if the band were its own corps with its own rank structure, thereby avoiding the current rank/promotion problems.

#### 6.10 THE MUSIC OF THE BAND

Considering the relative youth and limited length of service of approximately two thirds of the NZAB, it is essential that members have the opportunity to improve musically and gain as much practical experience as possible. Over half of both Stayers and Leavers indicated that there was not adequate opportunity to improve themselves musically. Although practical ability is not more important than theoretical knowledge, it is crucial for the band's immediate future that the practical aspect of playing be given priority. It is the practical expertise of players that is exposed when the band performs.

Hence it is imperative that the school of music be manned full time by a tutor in practical performance, alongside a theory tutor. Personnel to fill these positions are now available following the dis-establishment of the 1 RNZIR Band. If necessary, these positions should be filled by suitably qualified civilians, possibly past bandmembers. Furthermore, the administrative cell of the band should be manned either by non-playing bandmembers or by other Army personnel, freeing bandmembers to concentrate their resources into band rehearsals.

Current bandmembers expressed concern that the band has lost its sense of direction and purpose. They are not sure whether they are a brass band, big band, or an entertainment unit. Sixty-five percent



indicated that they did not want to play more brass band music, and this was the best predictor of their intention to leave the band.

In the past the band has been fortunate to have had talented music arrangers in its ranks, who arranged popular modern musical numbers appropriate for the instrumentation of the band. Much of this work was completed by the music arrangers in their own time. Current members complained that they are churning out the same items that they played several years ago. If the band programme is to include up-to-date musical items then a full-time music arranger is necessary, either a bandmember or civilian, who can arrange according to the band's instrumentation.

If the band's repertoire is to include other styles of music, then it would be worth the expense of contracting musicians proficient in the style to conduct/instruct weeklong seminars with bandmembers on the rudiments of that particular style of music.

In addition, it may be productive to exchange players with Australian bandmembers on a three to six month basis. The experience gained from the exchanges shared with the remaining bandmembers may prove valuable as a source of new ideas.

As mentioned in the results, the direction in which the NZAB develops musically and what the band can offer prospective members will determine the type of musician who will remain in the unit, and those who will wish to join the band in the future.

#### 6.11 FUTURE TURNOVER IN THE BAND

There are few organisations that offer a full-time career to brass musicians in New Zealand. Recruits seeking a career in music should therefore experience a high level of Bluedorn's 'environmental

push'. However the continued paucity of extraorganisational alternatives and the current state of the economy should deter members from leaving the organisation. The results show that this is not the case. Despite the limited opportunities in the workforce for bandmembers as musicians or otherwise, 65% of past members decided to leave whether or not they had a job to go to.

Research in the civilian population has consistently shown that a substantial proportion of young people change educational and occupational directions during the first few years after leaving high school (La Rocco, Pugh & Gunderson, 1977). Under these conditions an enlistment in the Army may be considered an experiment in which the individual tries out a particular occupational role, and many of these initial career decisions may prove to be wrong (La Rocco et al., 1977). Considering the high proportion of young members in the present NZAB, it would not be reasonable to expect the turnover rate to fall significantly in the future, regardless of any beneficial changes that may occur in the band.

Intention to leave has been supported empirically as the most powerful predictor of turnover behaviour (Dalessio, Silverman & Schuck, 1986). Fifty-three percent of current bandmembers indicated that they intend to leave the band within the next two years. If they do leave, the NZAB could become severely restricted in its functioning. The disbandment of the 1 RNZIR Band has been timely; returning members will bolster the ranks of the NZAB. However, as membership falls recruitment will be the sole source of future bandmembers.

## 6.12 CONCLUSION

From its inception, the NZAB has evolved to meet the various demands that have been made upon it. The band is an anomaly in the Army environment, it is essentially an open system within a closed military organisation. It is fundamental to its functioning that the band as a unit be able to interact freely with the outside environment. This includes the freedom and control to make its own decisions quickly, unhindered by the bureaucratic process of the Army system.

It is therefore strongly recommended that the band have its own corps, and that the Army acknowledges the band as being a skilled musical entity. This should increase the morale and cohesiveness within the unit, which cannot be achieved as long as bandmembers are perceived as "bludging infantrymen". As a corps, the band could create its own rank structure and promotional criteria appropriate to the job.

The most common reason for members joining the band was for a career in music. The most common reason for members leaving the band was because they could not see a worthwhile future for themselves in the band. It is ironical that in its public relations capacity the band is expected to portray the Army as offering an exciting and satisfying career to those who join, yet the band is the unit within the Army that cannot offer the same to its own members.

It would be appropriate that the Army now reassess the role of the band, and what the Army can offer members of the NZAB.

## 6.13 COMMENTS ON THIS RESEARCH AND FUTURE RESEARCH

This research has revealed the main reasons why bandpersons have joined and left the NZAB. It has also established whether current

members intend to leave within the next two years, and the reasons why. Bandpersons' attitudes to issues related to their job have highlighted areas of dissatisfaction for members. An attempt has been made to uncover the underlying sources of problem areas, and to suggest the means to ameliorate them. Hence, the basic aims of this research have been achieved.

The main limitations of this study lie in the design of the questionnaires used. Because scales of unproven reliability and validity were used, it is not possible to verify exactly what constructs the questions probed. There is also the problem concerning subjects' individual interpretation of the meaning of the questions asked.

A second problem is memory distortion; whether or not past members had rationalised how they felt regarding the issues raised. Most believed that their views had not changed between leaving the band and the present time.

This research might have been improved had a comparison group been included in the design, ideally the RNZNB. This would show what difficulties the two bands had in common, how they differed, and how problem solving ideas in one band might be applied to the other band.

Problems that originated from the structure and function of a military organisation may not be specific to the Army Band. For example, some results such as those concerning the communication system and levels of individual control are likely to generalise to other units in the Army and to other Armed Forces.

The Defence Psychology Unit conducts research for the Armed Forces as required, such as "Survey of Job and Career Satisfaction in the New Zealand Armed Forces", 1988. These studies provide an overall

view but do not necessarily tap problems specific to a branch of the military, or units within a force. Although answers are anonymous and confidential, questions such as satisfaction with superior ranked co-workers are unlikely to be answered truthfully. For this reason it is important that some investigations concerning job satisfaction and/or attrition be carried out by researchers who are not members of the Armed Forces.

Future research might investigate the reasons why people join and leave the Armed Forces, and what becomes of members who leave. In particular, how long serving ex-military personnel cope with adapting to civilian life is worthy of research with view to adequately preparing members psychologically for the transition.

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## APPENDIX I

Table 1

Other reasons for leaving the band (N = 58)

REASON	Agreement	f	%	
The amount of travelling on tour was too tiring	Disagree	22	37.9	(3.4)
	Neutral	14	24.2	
	Agree	22	37.9	(5.2)
I wished to experience a different type of job	Disagree	22	37.9	(5.2)
	Neutral	16	27.6	
	Agree	20	34.5	(10.3)
The use of electronics in the band was excessive	Disagree	31	53.4	(13.8)
	Neutral	8	13.9	
	Agree	19	32.7	(13.8)
I did not like the type of music being played	Disagree	28	48.3	
	Neutral	11	19.0	
	Agree	19	32.7	
The workload of the band on tour was too heavy	Disagree	30	51.7	(8.6)
	Neutral	9	15.6	
	Agree	19	32.7	(5.2)
I did not get the opportunity to improve my musical abilities	Disagree	29	50.0	(5.2)
	Neutral	11	19.0	
	Agree	18	31.0	(8.6)
I was not satisfied with the amount of my pay	Disagree	28	48.3	(6.9)
	Neutral	14	24.1	
	Agree	16	27.6	(8.6)
The pressure to maintain high standards was stressful	Disagree	35	60.3	(10.3)
	Neutral	10	17.3	
	Agree	13	22.4	(7.0)
Others leaving influenced me to leave	Disagree	46	79.4	(27.6)
	Neutral	6	10.3	
	Agree	6	10.3	

Table 2

Age of current bandpersons

AGE GROUP	f	%
20 years or less	13	26.5
21 to 25 years	16	32.7
26 to 30 years	10	20.4
31 to 35 years	3	6.1
Over 35 years	7	14.3

Table 3

Length of service of current bandpersons

LENGTH OF SERVICE	f	%
5 years or less	28	57.1
6-10 years	11	22.4
11-15 years	4	8.3
16-20 years	5	10.2
Over 20 years	1	2.0

Table 4

Brass band experience of bandpersons

EXPERIENCE	LEAVERS		STAYERS	
	f	%	f	%
A grade band	23	35.4	9	18.4
B grade band	16	24.6	14	28.6
C or D grade band	9	13.9	11	22.4
Brass band plus other	5	7.7	7	14.3
Big band, Jazz, orchestral	3	4.6	4	8.2
TF Military, Salvation Army	5	7.7	3	6.1
None (piano, electronics)	4	6.2	1	2.0



## APPENDIX II

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## SECTION A

### WHEN YOU JOINED THE NEW ZEALAND ARMY BAND:

Please tick the appropriate box or write on the line as required, using a dark pen.

When you joined the New Zealand Army Band:

1. *Your age was:*

20 years and under

☐
☐

col 5

21 to 25 years

☐

26 to 30 years

☐

31 to 35 years

☐

Over 35 years

☐

2. *The month and year that you joined were:*

Month \_\_\_\_\_ Year \_\_\_\_\_

If you left and rejoined more than once, when did you rejoin?

Month \_\_\_\_\_ Year \_\_\_\_\_

Month \_\_\_\_\_ Year \_\_\_\_\_

☐

3. *Your job title in your previous job was:* (Write 'not applicable' if you did not have a previous job).

☐

4. *At the time you joined the band, your army salary was:*

More than your previous salary or wage

☐

Less than your previous salary or wage

☐

About the same as your previous salary or wage

☐

Not applicable

☐
☐

col 8

5. *When you joined the band, how long did you expect to stay? (approximately)*

0 - 5 years

☐
☐

col 9

6 - 10 years

☐

11 - 15 years

☐

15 plus years

☐

No expectations

☐

6. *How did you find out about a career in the Army band?*

From advertisements (media, music magazines)

☐
☐

From seeing the band perform

☐

col 11

From other army bandpersons

☐

From friends/civilian bandpersons

☐

Army recruiter

☐

Other

☐

State what \_\_\_\_\_

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**Please turn over for Section B.**

SECTION B

REASONS FOR JOINING THE NEW ZEALAND ARMY BAND

Below is a list of reasons why people might wish to join the band. Please indicate to what extent these reasons were your reasons for joining, by agreeing or disagreeing. Indicate your answer by circling the appropriate number on the scale.

For example: *I joined the band because I liked the colour of the uniforms.*

If this was a major reason for you joining the band, then you would 'strongly agree', and circle number 5.

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

1. *I joined the band because I wanted to be in the army.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

col 13

2. *I joined the band for a tour(s) of duty to Singapore.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

3. *I joined the band for the lifestyle, i.e. often touring round the country to perform.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

col 15

4. *I joined the band for the pay.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐ col 16

5. *I joined the band because it offered a career in music.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐

6. *I joined the band because of the benefits to be gained from service life. (e.g. cheap accomodation).*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐

7. *I joined the band for the job security. i.e. I would be most unlikely to be dismissed or made redundant from the band.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐

8. *I joined the band because a family member was, or had been in the band.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐

9. *I joined the band for the prestige associated with the job.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐ col 21

10. *Please state any other reasons that you may have had for joining the band.*

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col 23

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**Please turn over for Section C.**

SECTION C

YOUR FEELINGS CONCERNING ASPECTS OF THE ARMY,  
THE ARMY BAND, AND BANDPERSONS.

The following are statements concerning the Army, the Army Band and Bandpersons. Please indicate the extent to which you agree or disagree with the statements, by putting a circle around the appropriate number on the scale (as you did for Section B).

For Example: *The location of the Army band base should be moved to Waiouru.*  
If you agree with this statement you would circle number 4.

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

PLEASE NOTE

I WOULD LIKE YOU TO ANSWER AS YOU THINK YOU WOULD HAVE ANSWERED AT THE TIME THAT YOU LEFT THE BAND.

1. *Before I joined the band I was not made aware of exactly what would be required of me as an army bandperson.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

REMEMBER: ANSWER AS YOU THINK YOU WOULD HAVE ANSWERED AT THE TIME THAT YOU LEFT THE BAND.

For Office  
Use Only

2. *I was proud to be a member of the band.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐ col 26

3. *Bandsmen/women supported each other, had a good 'esprit de corps.'*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐

4. *I felt that longer serving bandpersons had a greater level of commitment to the unit than the more recently joined bandpersons had.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐

5. *I thought that the band went away on tour too frequently.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐

6. *Usually the band tours were not too long.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐

7. *I thought that some of the band tours were unnecessary.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐ col 31



REMEMBER: ANSWER AS YOU THINK YOU WOULD HAVE ANSWERED AT THE TIME THAT YOU LEFT THE BAND.

For Office  
Use Only

8. *The band workload while on tour was usually acceptable to me.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 32

9. *The band workload while based at Burnham was usually acceptable to me.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

10. *There was often not enough time available for planning and organising performances/concerts.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

11. *Usually the workload experienced did not affect my ability to perform my musical duties at my highest standard.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

12. *I thought that coping with my job sometimes had a bad effect on my physical health.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

13. *I thought that coping with my job sometimes had a bad effect on my mental/emotional health.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 37

REMEMBER: ANSWER AS YOU THINK YOU WOULD HAVE ANSWERED AT THE TIME THAT YOU LEFT THE BAND.

For Office  
Use Only

14. *I didn't think that being a bandperson made stressful demands on one's family life.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 38

15. *Promotion seemed to be based on practical musical ability.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

16. *Promotion seemed to be based on non-musical abilities or activities.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

17. *Musical qualifications in music theory did not increase prospects for promotion.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

18. *There were not adequate opportunities for promotion.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

19. *I was aware of what was required from me in order for me to be promoted.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 43

REMEMBER: ANSWER AS YOU THINK YOU WOULD HAVE ANSWERED AT THE TIME THAT YOU LEFT THE BAND.

For Office  
Use Only

20. *My income was satisfactory to meet normal everyday expenses.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 44

21. *My allowances for touring were not adequate to cover expenses.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

22. *I did not know exactly what my responsibilities and duties were.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

23. *I had adequate opportunity to participate in suggestion-making regarding the content of performances/concerts.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

24. *I had adequate opportunity to gain other army-related skills, apart from band requirements.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

25. *I felt that I did not have adequate control over what I had to do in my job.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 49

REMEMBER: ANSWER AS YOU THINK YOU WOULD HAVE ANSWERED AT THE TIME THAT YOU LEFT THE BAND.

For Office  
Use Only

26. *I did not have adequate opportunities to discuss with the Musical Director matters that were of importance to me.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 50

27. *Good work was usually recognised and acknowledged by the Musical Director.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

28. *I did not think that I was told all that I should have known concerning my job.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

29. *Communications/Orders were always clear and complete.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

30. *I sometimes received conflicting orders.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

31. *There was not adequate opportunity to improve myself musically e.g. through training programs.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 55

REMEMBER: ANSWER AS YOU THINK YOU WOULD HAVE ANSWERED AT THE TIME THAT YOU LEFT THE BAND.

For Office  
Use Only

32. *I thought that the band should have rehearsed more basic brass-band music.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 56

33. *I did not think that the age and length of service limits for compulsory retirement should be raised for bandpersons.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

34. *I thought that the band should have had its own corps.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

35. *If the band had had its own corps, it would have been able to function more effectively.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

36. *The army sometimes made unreasonable performance demands of the band.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

37. *In general, the rest of the army understood and appreciated the work that the band did.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 61

38. *After some time away from the Army Band have any of your views now changed from those you held at the time you left the Band?*

Please comment: \_\_\_\_\_

☐

col 62

**Please turn over for Section D.**

**SECTION D**

**WHEN YOU LEFT THE ARMY BAND**

Please answer the following questions as they applied to you AT THE TIME YOU LEFT THE ARMY BAND, by ticking the appropriate box or writing on the line.

1. *The date you left the army band was:*

Month \_\_\_\_\_ Year \_\_\_\_\_

If you left more than once the other dates are:

Month \_\_\_\_\_ Year \_\_\_\_\_

Month \_\_\_\_\_ Year \_\_\_\_\_

If you joined and left the band more than once, answer the following questions as they apply according to the longest period of time you served in the band.

2. *Your age when you left the band was:*

20 years and under

21 to 25 years

26 to 30 years

31 to 35 years

Over 35 years

☐
☐
☐
☐
☐
☐

3. *Your rank when you left the band was:*

Private

Junior NCO

Senior NCO

☐
☐
☐
☐

4. *When you left the band, how long had it been since your last promotion (to the nearest year). If you left as a private, write 'not applicable'.*

☐

5. *To the nearest year, your length of service in the band when you left was.*

0 to 5 years

☐
☐

col 9

6 to 10 years

☐

11 to 15 years

☐

16 to 20 years

☐

Over 20 years

☐

6. *Your musical qualifications when you left the band were:*

A theory music grade

☐
☐

LTCL, FTCL, or LRSM

☐

University degree in Music

☐

No qualifications

☐

Other

☐

If other, state what \_\_\_\_\_  
\_\_\_\_\_

7. *What type of band had most of your civilian band playing been in?*

An A Grade Brass Band

☐
☐

A B Grade Brass Band

☐

A C Grade Brass Band

☐

A D Grade Brass Band

☐

Other (State what) \_\_\_\_\_  
\_\_\_\_\_

☐

8. *For this question only, circle the category which describes best what:*

*Your marital status when you left the band was:*

Single

Separated

Widowed

Divorced

Engaged

Married or in de facto relationship

☐

col 12



9. *The number of dependent children you had when you left the band was:*

None

☐
☐

col 13

One/Two

☐

Three/Four

☐

More than Four

☐

10. *When you left the band you were living in:*

Your own home

☐
☐

Army accomodation (house or barracks)

☐

Rented accomodation

☐

(Other than army accomodation)

Other (State what) \_\_\_\_\_

☐

11. *How many tours of duty to Singapore had you had when you left the band?*

No tours

☐
☐

One tour

☐

Two tours

☐

Three or more tours

☐

Please follow the remaining instructions carefully. They tell you what else in the questionnaire to complete, depending on the answers you give.

12. *Did you leave the band because you had completed 20 years service or reached age for rank (compulsory retirement)*

Yes

☐

If you answered yes, go to question 13

No

☐

If you answered no, go straight to question 14

☐

col 16

13. You answered YES to question 12, i.e. your leaving was compulsory, or you had completed 20 years service.  
*Would you have accepted an extension of service if it had been, or was, offered to you?*

Yes

☐

No

☐☐

col 17

Because you answered Yes to question 12, you are not required to answer any further questions in this section. Please now turn to Section E and answer question 21 ONLY. Then continue on to Section F.

14. You answered NO to question 12, i.e. you left by choice.  
*Did you have another job ready to go to?*

Yes

☐

If you answered yes, go on to question 15.

No

☐

If you answered no, go straight to question 23.

☐

15. You answered YES to question 14, i.e. you had another job to go to.  
*Was your new job a transfer to another part of the army?*

Yes

☐

If you answered yes, go on to question 16.

No

☐

If you answered no, go straight to question 18.

☐

16. You answered YES to question 15, i.e. you transferred to another part of the army.  
*What was your new job title and corps?*

---

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☐

col 20

Please continue

17. *If you left after December 1984, were you influenced to stay in the army by the option of the large pension lump sum payment available when you completed your service? If you left before this option was available, tick 'not applicable'.*

Yes ☐

No ☐

Not Applicable ☐

☐ col 21

**Now please go straight to question 21, and continue.**

18. You answered No to question 15, i.e. you left the army completely.

*State your job title in your new job.*

\_\_\_\_\_  
\_\_\_\_\_

☐

**Please continue**

19. *The wage/salary of your new job was:*

Higher than your army salary

☐☐

Lower than your army salary

☐

About the same as your army salary

☐

20. *The workload of your new job was:*

Higher than your army workload

☐

☐ col 24

Lower than your army workload

☐

About the same as your army workload

☐

Please read the following three questions carefully before answering them all.

21. *Did you decide that you wanted to leave the band, and then after this looked for another job?*

Yes ☐

No ☐

☐ col 25

22. *Were you offered another job, and then decided that you would leave the band to take up this job?*

Yes ☐

No ☐

☐

23. *Did you decide that you wanted to leave the band whether or not you had another job to go to?*

Yes ☐

No ☐

☐ col 27

Please turn over for Section E.

SECTION E

REASONS FOR LEAVING THE ARMY BAND

Below is a list of reasons why bandpersons may have left the band. Please indicate to what extent these reasons were your own reasons, by agreeing or disagreeing. Please indicate your answer by circling the appropriate number on the scale, as before.

For Example: I left the band because I didn't like the colour of the uniforms.

If the colour of the uniforms had no influence at all in your decision to leave, you would circle number 1.

1

strongly disagree

2

disagree

3

neither agree nor disagree

4

agree

5

strongly agree

I LEFT THE BAND BECAUSE:

1. The job did not turn out to be what I expected it to be.

1

strongly disagree

2

disagree

3

neither agree nor disagree

4

agree

5

strongly agree

col 29

2. I did not get the opportunity to use my musical ability to the extent that I would have liked to.

1

strongly disagree

2

disagree

3

neither agree nor disagree

4

agree

5

strongly agree

col 30

**I LEFT THE BAND BECAUSE:**

For Office  
Use Only

3. *I did not get the opportunity to receive training/  
instruction in musical areas, to improve my musical  
skills/knowledge.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 31

4. *I could not see a worthwhile future for myself within  
the band.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

5. *I became dissatisfied with doing the same job all the  
time.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

6. *I did not receive the promotion which I felt I deserved  
when it was due to me.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

7. *I was not satisfied with the amount of pay that I  
received.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

8. *I wished to experience working in a different type of job.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 36

**I LEFT THE BAND BECAUSE:**

For Office  
Use Only

9. *Other people leaving the band influenced my decision to leave.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 37

10. *I was unable to get on with the Musical Director.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

11. *I did not like the type of music being played by the band much of the time i.e. less brassband music and more of an updated style of music.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

12. *I was not receiving any musical satisfaction from playing in the band.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

13. *I thought that the use of electronics in the band was excessive.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 41

**I LEFT THE BAND BECAUSE:**

For Office  
Use Only

14. *I found the pressure of constantly maintaining high standards very stressful.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 42

15. *I thought that the overall workload of the band while on tour was too heavy.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

16. *I found the amount of travelling while on tour was too tiring.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

17. *My absence from home and family while on tour placed stress on my family, or personal relationships.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

18. *I found that sometimes the requirements of service life were difficult to cope with.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 46

**Please Turn Over**



**I LEFT THE BAND BECAUSE:**

For Office  
Use Only

19. *I felt that my mental and/or emotional wellbeing was suffering.*

1	2	3	4	5
strongly	disagree	neither agree	agree	strongly
disagree		nor disagree		agree

☐ col 47

*If you did feel that your mental/emotional wellbeing suffered (i.e. you circled 4 or 5), do you think that it improved once you had been out of the band for 3 or more months.*

Yes, quite a lot.

Yes, to some extent

No, remained the same

No, became worse

☐☐☐☐☐

20. *If there were any other reasons which influenced your leaving the band, please state what they were below.*

--	--

col 50

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21. *If you wish to comment on any of the questions asked in any section of the questionnaire, or on your answers to particular questions, please do so below. Write on the back of this sheet if necessary.*

**Please turn over for Section F.**

## SECTION F

On this page and the following page I would like you to offer any solutions to the questions asked.

Again, I wish to remind you that your comments will be treated in confidence, and remain anonymous.

Question 1:

*Do you have any suggestions for solving or alleviating some of the problems that bandpersons and the Army Band as a whole unit have to contend with?*

Briefly outline the problems as you see them, and then add your comments. Write as much as you wish, and use extra paper if necessary. Attach any extra paper to the questionnaire.

**Please Turn Over**

Question 2:

*How could bandpersons be encouraged to stay with the band?*

Please now check through the questionnaire to make sure that you have not missed any questions that you should have answered.

THANK YOU for taking part in this study, your co-operation is greatly appreciated.

		1
--	--	---

SECTION A
-----------

**WHEN YOU JOINED THE NEW ZEALAND ARMY BAND:**

Please tick the appropriate box or write on the line as required, using a dark pen.

When you joined the New Zealand Army Band:

1. *Your age was:*

20 years and under

21 to 25 years

26 to 30 years

31 to 35 years

Over 35 years

☐☐☐☐☐☐

col. 5

2. *The month and year that you joined were:*

Month \_\_\_\_\_ Year \_\_\_\_\_

If you left and rejoined more than once, when did you rejoin?

Month \_\_\_\_\_ Year \_\_\_\_\_

Month \_\_\_\_\_ Year \_\_\_\_\_

☐

3. *Your job title in your previous job was:* (Write 'not applicable' if you did not have a previous job).

☐

4. *At the time you joined the band, your army salary was:*

More than your previous salary or wage

Less than your previous salary or wage

About the same as your previous salary or wage

Not applicable

☐☐☐☐☐

col. 8

5. When you joined the band, how long did you expect to stay? (approximately)

0 - 5 years

☐

6 - 10 years

☐

11 - 15 years

☐

15 plus years

☐

No expectations

☐☐

col 9

6. How did you find out about a career in the Army band?

From advertisements (media, music magazines)

☐

From seeing the band perform

☐

From other army bandpersons

☐

From friends/civilian bandpersons

☐

Army recruiter

☐

Other

☐

State what \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

☐

col 11

SECTION B

REASONS FOR JOINING THE NEW ZEALAND ARMY BAND

Below is a list of reasons why people might wish to join the band. Please indicate to what extent these reasons were your reasons for joining, by agreeing or disagreeing. Indicate your answer by circling the appropriate number on the scale.

For example: *I joined the band because I liked the colour of the uniforms.*

If this was a major reason for you joining the band, then you would 'strongly agree', and circle number 5.

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

1. *I joined the band because I wanted to be in the army.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

col 13

2. *I joined the band for a tour(s) of duty to Singapore.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

3. *I joined the band for the lifestyle, i.e. often touring round the country to perform.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

col 15

4. *I joined the band for the pay.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 16

5. *I joined the band because it offered a career in music.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

6. *I joined the band because of the benefits to be gained from service life. (e.g. cheap accomodation).*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

7. *I joined the band for the job security. i.e. I would be most unlikely to be dismissed or made redundant from the band.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

8. *I joined the band because a family member was, or had been in the band.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

9. *I joined the band for the prestige associated with the job.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 21



10. *Please state any other reasons that you may have had for joining the band.*

--	--

col 23


Please turn over for Section C.

SECTION C

YOUR FEELINGS CONCERNING ASPECTS OF THE ARMY,  
THE ARMY BAND, AND BANDPERSONS.

The following are statements concerning the Army, the Army Band and Bandpersons. Please indicate the extent to which you agree or disagree with the statements, by putting a circle around the appropriate number on the scale (as you did for Section B).

For Example: *The location of the Army band base should be moved to Waiouru.*

If you agree with this statement you would circle number 4.

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

1. *Before I joined the band I was not made aware of exactly what would be required of me as an army bandperson.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 25

2. *I am proud to be a member of the band.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 26

3. *Bandsmen/women support each other and have a good 'esprit de corps.'*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 27

4. *I think that longer serving bandpersons have a greater level of commitment to the unit than the more recently joined bandpersons have.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

5. *I think that the band goes away on tour too frequently.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

6. *Usually the band tours are not too long.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

7. *I think that some of the band tours are unnecessary.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

8. *The band workload while on tour is usually acceptable to me.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 32

9. *The band workload while based at Burnham is usually acceptable to me.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 33

10. *There is often not enough time available for planning and organising performances/concerts.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

11. *Usually the workload experienced does not affect my ability to perform my musical duties at my highest standard.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

12. *I think that coping with my job sometimes has a bad effect on my physical health.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

13. *I think that coping with my job sometimes has a bad effect on my mental/emotional health.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

14. *I do not think that being a bandperson makes stressful demands on one's family life.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 38

15. *Promotion seems to be based on practical musical ability.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

16. *Promotion seems to be based on non-musical abilities or activities.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

17. *Musical qualifications in music theory do not increase prospects for promotion.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

18. *There are not adequate opportunities for promotion.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

19. *I am aware of what is required from me in order for me to be promoted.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

20. *My income is satisfactory to meet normal everyday expenses.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

21. *My allowances for touring are not adequate to cover expenses.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 45

22. *I do not know exactly what my duties and responsibilities are.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

23. *I have adequate opportunity to participate in suggestion making regarding the content of performances/concerts.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

24. *I have adequate opportunity to gain other army-related skills, apart from band requirements.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

25. *I don't feel that I have adequate control over what I must do in my job.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

26. *I do not have adequate opportunities to discuss with the Musical Director matters that are of importance to me.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 50

27 *Good work is usually recognised and acknowledged by the Musical Director.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 51

28. *I do not think that I am told all that I should know concerning my job.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

29. *Communications/Orders are always clear and complete.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

30. *I sometimes receive conflicting orders.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

31. *There is not adequate opportunity to improve myself musically e.g. through training programs.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

32. *I think that the band should rehearse more basic brass-band music.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 56

33. *I do not think that the age and length of service limits for compulsory retirement should be raised for bandpersons.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 57

34. *I think that the band should have its own corps.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

35. *If the band had its own corps, it would be able to function more effectively.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

36. *The army sometimes makes unreasonable performance demands of the band.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐

37. *In general, the rest of the army understands and appreciates the work that the band does.*

1	2	3	4	5
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

☐ col 61



38. *If you wish to comment on any of the questions asked in any section of the questionnaire, or on your answers to particular questions, please do so below. Write on the back of this sheet if necessary.*

**Please turn over for Section D.**

SECTION D

**CURRENT INFORMATION AND YOUR INTENTION TO STAY  
IN OR TO LEAVE THE ARMY BAND.**

Please indicate your answer by ticking the appropriate box or writing on the line.

**NB:** I wish to remind you that your answers will be treated in the **STRICTEST CONFIDENCE**

1. *Your present age is:*

20 years and under

☐

21 to 25 years

☐

26 to 30 years

☐

31 to 35 years

☐

Over 35 years

☐☐

col 63

2. *For this question only, circle the category which describes best what your present marital status is:*

Single

Separated

Divorced

Widowed

☐

Engaged

Married or In a de facto relationship

3. *Your present rank is:*

Private

☐

Junior NCO

☐

Senior NCO

☐☐

col 65

4. *Your current length of service in the band is:*

0 to 5 years

☐
☐

col 66

6 to 10 years

☐

11 to 15 years

☐

16 to 20 years

☐

Over 20 years

☐

5. *What type of band has most of your civilian band  
playing been in?*

An A Grade Brass Band

☐
☐

A B Grade Brass Band

☐

A C Grade Brass Band

☐

A D Grade Brass Band

☐

Other (State what) \_\_\_\_\_

☐

6. *How often do you think about leaving the band?*

Never

☐
☐

Not Often

☐

Quite Often

☐

A lot

☐

7. *Do you intend to leave the band within the next two  
years?*

Yes - Definitely

☐
☐

col 69

Yes - Possibly

☐

No or Don't Know

☐

If you answered YES, please go on to question 8.  
If you answered NO or DON'T KNOW, go straight to  
Section E.

8. You indicated that you either possibly or definitely will leave the band within the next two years.  
*Will your leaving be because of compulsory retirement (age for rank) or completion of 20 years service.*

Yes

☐☐

col 70

No

☐

**If you answered YES, please go on to question 9.  
If you answered NO, go straight to question 10.**

9. You indicated that you will be leaving because of compulsory retirement, or completion of 20 years service  
*Would you accept an extension of service if it was offered to you?*

Yes

☐☐

No

☐

Don't know

☐

**Please now turn to Section E**

10. You indicated that your leaving will not be because of compulsory retirement, or completion of 20 years service  
*Please write below what your reasons for leaving are most likely to be: Write on the back of this sheet if necessary.*

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☐

col 73

**Please now turn to Section E.**

## SECTION E

On this page and the following page I would like you to offer any solutions to the questions asked.

Again, I wish to remind you that your comments will be treated in confidence, and remain anonymous.

Question 1:

*Do you have any suggestions for solving or alleviating some of the problems that bandpersons and the Army Band as a whole unit have to contend with?*

Briefly outline the problems as you see them, and then add your comments. Write as much as you wish, and use extra paper if necessary. Attach any extra paper to the questionnaire.

Please Turn Over

Question 2:

*How could bandpersons be encouraged to stay with the band?*

Please now check through the questionnaire to make sure that you have not missed any questions that you should have answered.

THANK YOU for taking part in this study, your co-operation is greatly appreciated.

## PILOT TESTING OF QUESTIONNAIRE FOR LEAVERS

Subjects were asked specifically to comment on the following:

### Clarity of questions:

Questions were concise and unambiguous. The homogeneity of the subject group permitted the use of Army and musical terminology.

### Content of questions:

All problem areas had been covered. No questions were irrelevant or redundant. Questions were free from leading connotations that could influence responses. Respondents were asked to suggest questions that could be added.

### Clarity of format and instructions:

The questionnaire was easy to follow, especially where filter questions had been employed. There were enough categories to cover all possible alternative answers in close-ended questions. A five-point scale was adequate, in preference to a seven-point scale with slightly disagree/slightly agree options.

Respondents were also asked if they thought the questionnaire was too long and/or uninteresting. All past bandsmen involved in the pilot testing thought that the questionnaire was interesting and considered that the approximate 30 minutes required to complete the questionnaire (excluding the open-ended questions) was acceptable.

The following changes were made to the questionnaire:

Although two respondents indicated that they would have preferred a seven-point scale, the five-point scale was retained because the results sought in the final analysis were an overall agreement or disagreement with a statement.

Six questions were removed from section C because they were either not discriminating or were not indicating a problem area, and therefore detracted from the content validity of the questionnaire.

Five questions were added to section C to cover new issues where the respondents' opinions were sought.

Extra categories were added to four close-ended questions.

The term 'you' was sometimes inclined to be interpreted as 'all of you' collectively. This is a common problem where 'you' refers to behaviour in which the respondent is involved with others (Belson, 1982). To assist in overcoming this difficulty, a sentence was inserted into the covering letter stressing that it was the individual's own thoughts that counted.

A note was placed at the top of each page in section C to remind respondents to answer as they felt at the time they left the band, rather than as they felt when answering the questionnaire.

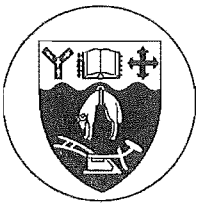
After the amended questionnaire had been administered to a further three ex-bandsmen, five questions were reworded to avoid encouraging a response set. Consequently these questions were not worded in the simplest manner possible, but this was preferable to randomising questions by topics to prevent some answers affecting others. Grouping together questions on the same topic (for example, questions concerning promotion) compels the respondents to dwell on a single topic for longer, and this may produce answers that are better thought out and hence more valid (Dillman, 1978).

The questionnaire was tested on an additional two ex-bandsmen, and was read through by an Airforce Bandmaster and a fellow student. The words '*I left the band because*' were inserted at the top of the pages in section E to remind respondents that they were agreeing to



issues that influenced them to actually leave the band.

The questionnaires were printed and prepared for posting out.



29 June 1988

Dear

My name is Irene Campbell. As a bandswoman and the wife of ex-army bandsman Chris Campbell, I have watched the coming and going of bandsmen in the New Zealand Army Band with great interest. This year, as part of the requirements for completing my Master of Science degree, I am writing my thesis on the turnover of personnel in the Army Band. The main purpose of this study is to pinpoint problem areas, and determine the main reasons why bandsmen have left in the past. From this information I hope to recommend some changes that may alleviate some of the problems in the band.

Brigadier A.C. Birks, OBE (Assistant Chief of Defence Staff) is concerned at the apparent turnover problem in the band, and has given his approval and support for this study to be done. Brigadier Birks will receive a copy of my completed thesis, and also any other relevant information that may surface from the study. However, each person's own information will remain confidential and anonymous.

Please find enclosed my questionnaire. The questionnaire is in several sections, and you may find it helpful to read through all of it before you begin to answer. Instructions for answering the questions are at the beginning of each section. Please take your time in answering, giving careful consideration to the questions which ask what you think or feel about certain aspects of the band or army. There are no right or wrong answers, it is what YOU think that counts. If you wish to comment on an issue not mentioned in the questionnaire, please do so on the back of the last two pages of the questionnaire.

Please note that the questions refer to the New Zealand Army Band only, and do not refer to overseas tours of duty or to the IRNZIR Band (Singapore). When you have finished answering, please check that you have answered all the questions that apply to you.

Also enclosed are:

- 1) A LARGE stamped envelope. Please post your questionnaire back to me in this.
- 2) A note which I would like you to sign and send back to me when you have completed and returned the questionnaire. This will let me know that you have returned the questionnaire, while still preserving the anonymity of your replies which will have come back in the large envelope.

If you would like to receive a copy of a brief report on the results of this study, please indicate this on the note by circling either YES or NO and send the note back to me in the small envelope attached.

Should you have any queries concerning the questionnaire, please ring COLLECT Christchurch 498 709, evenings or weekends. I look forward to receiving your completed questionnaire, and would appreciate if you could return it to me by Wednesday 20th July.

Your answers will be treated in absolute confidence.

Thank you.

Yours sincerely,

Irene Campbell

Dear

Please write below why you chose to join the Navy Band, and in what way the Navy Band is better than the Army Band as a job (if it is better).

Please return this to me in the small envelope enclosed.

I have completed and returned your questionnaire.

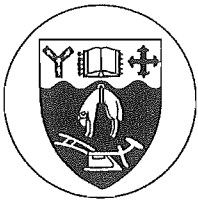
Name:

Address:

I would like to receive a brief report on the results of this study.

YES

NO



Department of Psychology  
University of Canterbury Christchurch 1 New Zealand

Dear

Recently I mailed to you a questionnaire about the New Zealand Army Band, covering aspects such as why you joined the band and why you left.

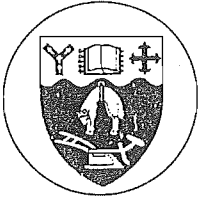
If you have not yet had a chance to complete the questionnaire, may I ask you to complete it now and return it to me. Your answers are important to the success of this study, and this is your chance to express your point of view.

If you have returned the questionnaire and the separate note with your name and address on it, please consider this letter as a 'Thank You' for your valuable time and help.

Thank you.

Yours sincerely,

Irene Campbell



Dear

Thank you for taking part in my research, the response was excellent and your participation is greatly appreciated. Below is a brief outline of the results.

The most common reason for joining the Band was '**for a career in music**', followed by '**for the lifestyle**'. The most common reason for leaving was because you '**could not see a worthwhile future for myself in the Band**'. The other reasons concerned stress on family and personal relationships due to touring, followed by not coping with service life and not receiving promotion. Fifty three percent of current members indicated that they may leave the NZAB in the next two years, for reasons similar to those of members who have left.

The results highlighted the following problems and areas of dissatisfaction to bandmembers:

- \* job previews were inadequate.
- \* although there was a high level of supportiveness in the unit overall, SNCO's were not seen as being supportive.
- \* the communication network was disorganised.
- \* members were not told enough about their job; did not have adequate opportunity to participate in decision making, to gain other Army skills, or to improve themselves musically; did not have enough control over their job.
- \* the use of rank in the bandroom impeded productive involvement by members.
- \* there were not enough opportunities for promotion, and members were unsure what the criteria for promotion were.

- \* touring allowances were thought to be inadequate, and some tours were unnecessary.
- \* over half of members believed their mental health had suffered, and their family life had been under stress.
- \* the workload was generally considered acceptable, but time available was not being utilised efficiently.
- \* the use of electronic instruments was not considered excessive, but at times was not adequately controlled.
- \* 50% of past members believed the band should have rehearsed more brass band music, while 65% of current band members thought that they should not rehearse more brass music.
- \* there was strong agreement for a Band Corps, and the Army was seen as being unsupportive of the band.
- \* having two musical directors (the Musical Director and the Bandmaster) was problematic.

Both past and present bandmembers received a high level of satisfaction from performing music to an appreciative audience, and at such times morale in the band was high. There was also a high level of pride and commitment to the unit. Other positive findings were that the overall length of tours was acceptable, the frequency of tours was acceptable when tours were evenly spaced, and the pay was adequate to meet the needs of most bandmembers.

The main recommendations made were:

- \* the band recruiters be able to recruit who they want relatively unrestricted by Army policy.
- \* recruitment interviews should be more explicit.
- \* a one day course of instruction should be run by the Drum Major for new recruits covering information essential for new members, prior to them participating in a basic training course.
- \* there should be an annual performance appraisal for lance corporal and privates.
- \* higher music qualifications such as LTCL should entitle band members to pay at Band Six level.
- \* all bandmembers should have the opportunity to reach SNCO status by completion of 8-10 years' service, all other criteria being met. Also utilise acting sergeant status.



- \* there should be more open participation and input by members in the bandroom, without the restriction of rank.
- \* Musical Director to be placed in HQ, Wellington for administration of the NZAB and to coordinate the activities of all R.F. and T.F. bands. If the present structure is retained, then the qualification requirements of future Musical Directors must be reassessed.
- \* there should be full-time practical and theory music tutors in the school of music; a full-time music arranger; administration cell of the band run by non-playing members/army personnel/civilians; guest conductors to run workshops for other styles of music; exchange of bandmembers with Australian military bandmembers.
- \* the Army/Musical Director must decide what type of music the band should be proficient in, in what direction it intends to develop.
- \* the Army should acknowledge the band as a musical entity, by giving it its own corps. This would allow the Musical Director to have more control and release the band from the strong Infantry influence; give the band its own identity; allow it to have its own rank structure to overcome promotion difficulties.

Again, I would like to express my appreciation to all who participated in this research. Without your co-operation this project would not have been possible. If you require further details, please do not hesitate to contact me (03-498709).

Yours sincerely,

Irene Campbell